

**Training**  
**ACTIVE DUTY TRAINING FOR FORSCOM UNITS**

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**Summary.** This regulation supercedes Forces Command (FORSCOM) Regulation 350-1, dated 1 October 1998 and prescribes training requirements for active duty units in Forces Command and additionally provides guidance, procedures, and policies for all active duty and Reserve Component units to obtain specialized training support, attend specialized training centers, and conduct specialized training programs. Premobilization training requirements for Army National Guard (ARNG, and the United States Army Reserve (USAR) units are found in FR 350-2.

**Applicability.** Chapters 1 through 3 and Appendixes A through C apply to AC unit training. These particular chapters and appendixes establish FORSCOM objectives, responsibilities, philosophy, and guidance for the conduct of military training for FORSCOM active duty units. Appendixes D through J are applicable to all FORSCOM Active and Reserve Component units for which the Commanding General, FORSCOM has training responsibility and provide guidance, procedures, and policies for all active duty and Reserve Component units to obtain specialized training support, attend specialized training centers, and conduct specialized training programs. Appendixes D through J cover Joint Airborne/Air Transportability Training, Air-

Ground Operations Training, Aviation Unit and Individual Training, Intelligence and Electronic Warfare Training, and Special Environment Training.  
**Supplementation.** Supplementation of this regulation is prohibited without prior approval of Commander, FORSCOM, ATTN: AFOP-TR, 1777 Hardee Avenue, SW., Fort McPherson, Georgia 30330-1062.

**Suggested improvements.** The proponent agency of this regulation is Deputy Chief of Staff, G3/5/7, AFOP, HQ FORSCOM. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to Commander, FORSCOM, ATTN: AFOP-TR, 1777 Hardee Avenue, SW., Fort McPherson, Georgia 30330-1062.

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**TABLE OF CONTENTS**

<b>CHAPTER 1</b>	<b>4</b>	<b>CHAPTER 2</b>	<b>10</b>
<b>General</b>	<b>4</b>	<b>Training Management</b>	<b>10</b>
1-1. Purpose	4	2-1. General	10
1-2. References	4	2-2. Priority for Training	11
1-3. Objectives	4	2-3. Small Unit Integrity	12
1-4. Responsibilities	4	2-4. Training Ammunition	12
1-5. Training Philosophy	8	2-5. Training Realism	12
1-6. General Training Guidance	9	2-6. Deployment Preparation	12
1-7. Support of Reserve Component (RC)	10		

**\*This regulation supersedes FORSCOM Regulation 350-1, Active Component (AC) Training/Specialized Training in FORSCOM Active Army and Reserve Component Units, 1 Oct 98.**

2-7. Funding and Standard Army Training System (SATS)	12	Purification Training Site (FCSWPTS) Program	31
2-8. Safety	13	3-34. Training for Contingency Contracting Personnel	31
2-9. Environmental Protection	13	3-35. Training for Active Component Unit Ministry Team (UMT) Personnel	32
2-10. Army Standardization Program	14	3-36. Equal Opportunity Training	33
2-11. Army Distance Learning Program (ADLP)	14	3-37. Specialized Training	34
2-12. Center for Army Lessons Learned (CALL)	14	3-38. Amphibious Training	34
<b>CHAPTER 3</b>	<b>14</b>	3-39. Reserve Component Training	34
<b>Training in Units</b>	<b>14</b>	3-40. Joint Forces Training	34
3-1. Requirements	14	3-41. Echelons Above Divisions and Echelons Above Corps (EAD/EAC) Training	34
3-2. Individual Training and Development	14	<b>APPENDIX A</b>	<b>36</b>
3-3. Gate Training Strategy	18	<b>References</b>	<b>36</b>
3-4. Weapons Proficiency and Qualification	18	<b>APPENDIX B</b>	<b>40</b>
3-5. STRAC XXI Training	19	<b>Contingency Contracting Officer, Individual Training Plan (ITP)</b>	<b>40</b>
3-6. Physical Fitness	19	<b>APPENDIX C</b>	<b>49</b>
3-7. Common Military Training	19	<b>STRAC XXI</b>	<b>49</b>
3-8. Army Training and Evaluation Program (ARTEP)	20	<b>APPENDIX D</b>	<b>50</b>
3-9. Formal External Evaluation Guidelines	21	<b>Army Modernization Training</b>	<b>50</b>
3-10. Training for Command Group and Staffs	21	<b>APPENDIX E</b>	<b>52</b>
3-11. Field Exercises	21	<b>Reciprocal Unit Exchange (RUE) Program</b>	<b>52</b>
3-12. Training Aids, Devices, Simulators, and Simulations (TADSS)	22	<b>APPENDIX F</b>	<b>56</b>
3-13. Combined Arms Live Fire Exercises	23	<b>Joint Airborne/Air Transportability Training</b>	<b>56</b>
3-14. Night Operations	23	<b>SECTION I</b>	<b>56</b>
3-15. Opposing Forces (OPFOR)	23	<b>Airborne/Air Transportability Training</b>	<b>56</b>
3-16. Air Defense Artillery	23	<b>SECTION II</b>	<b>57</b>
3-17. Aviation	24	<b>Air Transportability Training</b>	<b>57</b>
3-18. Military Police (MP)	24	<b>SECTION III</b>	<b>59</b>
3-19. Operations Security (OPSEC)	24	<b>Airborne Training</b>	<b>59</b>
3-20. Force Protection	24	<b>SECTION IV</b>	<b>64</b>
3-21. NBC Defense and Smoke Training	25	<b>Airlift Support</b>	<b>64</b>
3-22. Stability Operations - Peace Operations	26	<b>SECTION V</b>	<b>65</b>
3-23. Maintenance	28	<b>Army Support of Air Force Training</b>	<b>65</b>
3-24. Maintenance Unit Training	28	<b>SECTION VI</b>	<b>65</b>
3-25. Off-Post Training	28		
3-26. Reciprocal Unit Exchange Training (RUET) See Appendix E.	29		
3-27. Joint Training Exercises (JTX)	29		
3-28. Deployment Training	29		
3-29. Training for Personal Readiness	29		
3-30. Army Mobilization and Operations Planning and Execution System (AMOPES)	30		
3-31. Language Training	30		
3-32. Training for Medical Personnel	30		
3-33. FORSCOM Petroleum Training Module (FPTM), Joint Training Module (JTM) and FORSCOM Centralized Salt Water			

<b>Guide for Preparation of FORSCOM Form 612-R.</b>	<b>65</b>	<b>Evaluation of Electronic Warfare in Tactical Training Exercise</b>	<b>87</b>
<b>SECTION VII</b>	<b>66</b>		
<b>Airdrop of Materiel for Training</b>	<b>66</b>		
<b>SECTION VIII</b>	<b>66</b>	<b>APPENDIX J</b>	<b>88</b>
<b>Army-AMC Affiliation Program</b>	<b>66</b>		
 <b>APPENDIX G</b>	 <b>68</b>	<b>Intelligence</b>	<b>88</b>
 <b>AIR-GROUND OPERATIONS TRAINING</b>	 <b>68</b>	<b>SECTION I</b>	<b>88</b>
<b>SECTION I</b>	<b>68</b>	<b>General</b>	<b>88</b>
<b>Air-Ground/TAC Air Training</b>	<b>68</b>	<b>SECTION II</b>	<b>89</b>
<b>SECTION II</b>	<b>68</b>	<b>Intelligence Training</b>	<b>89</b>
<b>Conduct of Training</b>	<b>68</b>	<b>SECTION III</b>	<b>90</b>
<b>SECTION III</b>	<b>70</b>	<b>Schools</b>	<b>90</b>
<b>Requests for Tactical Air Support</b>	<b>70</b>	<b>SECTION IV</b>	<b>91</b>
<b>INFORMATION REQUIRED FOR JOINT TACTICAL AIR STRIKE REQUEST</b>	<b>73</b>	<b>Training Exercises</b>	<b>91</b>
<b>MISSION REQUEST</b>	<b>73</b>	<b>SECTION V</b>	<b>91</b>
<b>SECTION IV</b>	<b>76</b>	<i>Weather</i>	<b>91</b>
<b>USAFAGOS Nonresident Instruction (NRI)</b>	<b>76</b>	<b>SECTION VI</b>	<b>92</b>
<b>SECTION V</b>	<b>77</b>	<b>Security and Counterintelligence Training</b>	<b>92</b>
<b>Air-Ground Operations Training During Battalion and Higher Level Exercises</b>	<b>77</b>	<b>SECTION VII</b>	<b>94</b>
<b>SECTION VI</b>	<b>80</b>	<b>Tactical Intelligence Readiness Training (REDTRAIN)</b>	<b>94</b>
<i>Tactical Fighter Firepower/Weapons Demonstrations</i>	<b>80</b>	<b>SECTION VIII</b>	<b>95</b>
<b>SECTION VII</b>	<b>81</b>	<b>Language Training</b>	<b>95</b>
<b>Instructions for Preparing Close Air Support Request</b>	<b>81</b>	<b>SECTION IX</b>	<b>96</b>
 <b>APPENDIX H</b>	 <b>82</b>	<b>Cryptological Training</b>	<b>96</b>
 <b>Aviation</b>	 <b>82</b>	<b>SECTION X</b>	<b>98</b>
 <b>APPENDIX I</b>	 <b>85</b>	<b>Reserve Component Perishable Skill Maintenance</b>	<b>98</b>
<b>Electronic Warfare</b>	<b>85</b>	 <b>APPENDIX K</b>	 <b>99</b>
<b>SECTION I</b>	<b>85</b>	<b>EAD/EAC Training Requirements</b>	<b>99</b>
<b>General</b>	<b>85</b>	 <b>APPENDIX L</b>	 <b>104</b>
<b>SECTION II</b>	<b>86</b>	 <b>TRAINING REQUIREMENTS MATRIX</b>	 <b>104</b>
<b>Electronic Warfare Conduct of Training</b>	<b>86</b>	 <b>GLOSSARY</b>	 <b>102</b>
<b>SECTION III</b>	<b>87</b>	<b>SECTION I</b>	<b>102</b>
		<b>Abbreviations</b>	<b>102</b>
		<b>SECTION II</b>	<b>107</b>
		<b>Terms</b>	<b>107</b>

## **CHAPTER 1**

### **General**

#### **1-1. Purpose**

This regulation establishes FORSCOM objectives, responsibilities, philosophy and guidance for the conduct of military training for Active Component (AC) units and implements Army directives established in AR 350-1. Additionally, the appendixes provide guidance, procedures, and policies for units to obtain specialized training support, attend specialized training centers, and conduct specialized training programs. Specifically, Joint Airborne/Air Trans-portability Training, Air-Ground Operations Training, Aviation Unit and Individual Training, Intelligence and Electronic Warfare Training, Reciprocal Unit Exchange and Special Environment Training. These specified Appendixes are applicable to all FORSCOM Active and Reserve Component units for which the Commanding General, FORSCOM has training responsibility.

#### **1-2. References**

Required and related publications are listed in **Appendix A**.

#### **1-3. Objectives**

FORSCOM objectives are:

- a. Execute the war on terrorism.
- b. Provide trained and ready forces to combatant commanders.
- c. Transform the Army to realize the CSA's vision as stated in AR 350-1.

#### **1-4. Responsibilities**

##### a. FORSCOM.

(1) Commanding General. CG, FORSCOM has responsibility for training, sustaining, and providing combat ready, conventional land forces to meet operational commitments worldwide in support of the National Military Strategy. These forces must be capable of operating in joint, multi-national and interagency environments. As such he:

- a) Provides annual training guidance
  - b) Receives annual training briefs.
  - c) Observes training.
  - d) Advises major subordinate commanders (MSC) on mission essential task lists (METL).
  - e) Approves MSC METL.
  - f) Approves Five Year Training Calendar
- (2) Deputy Chief of Staff, (G3/5/7), FORSCOM. Has general staff responsibility for

planning, directing, and supervising the training of FORSCOM units.

(3) Chief, Training Division, (G3/5/7), FORSCOM.

a) Coordinates, directs, supervises, and supports the FORSCOM individual, staff, and collective training policy for all assigned units.

b) Coordinates training functions within FORSCOM.

c) Coordinates training development and standardization actions within FORSCOM to include training doctrine, literature, publications, systems, and devices, and management of Training Support Centers (TSC).

d) Establishes priorities for the allocation, distribution, and construction of resources and facilities to support the total training effort.

e) Acts as proponent agency for combat arms (less selected special operations, e.g., Special Forces, Special Operations Aviation, Rangers), related training, and training support activities to include review of other MACOM and HQDA publications.

f) Acts as POC for Airborne training issues and initiatives.

g) Plans and develops policies, procedures, and supporting documents governing FORSCOM participation in the CJCS Exercise and Training Program.

h) Supervises and manages the operation of the emergency deployment readiness exercise (EDRE) program.

i) Manages FORSCOM portion of the Army Program for Individual Training (ARPRINT).

j) Provides policy and guidance to installations on the Army Training Requirements and Resources System (ATRRS).

k) Establishes priorities of the FORSCOM ARPRINT allocation, distribution, and utilization of quota allocations in ATRRS.

l) Conducts ATRRS training for new FORSCOM operators.

m) Provides oversight of the Air Assault Schools located at Fort Campbell, Fort Polk, and Fort Drum.

n) Responsible for budget of the FORSCOM NCO Academies.

o) Responsible for ensuring training at the NCO Academies is conducted IAW USAMA POI.

p) Responsible for anti-terrorism training.

q) Responsible for scheduling NTC and JRTC.

r) Conduct World Wide Training Scheduling Conference (WWTSC).

s) Administration of Five Year Training Calendar.

t) Monitor training trends.

u) Anticipate training sortfalls

(3) Chief, Aviation Division, G3/5/7, FORSCOM. Acts as FORSCOM staff proponent for policy and guidance on aviation training. See appendix H.

(4) Chief, Joint Interoperability Division, G3/5/7, FORSCOM.

a) Executes Joint Chief of Staff (JCS) and US JFCOM taskings to manage Joint Tactical Air Operations (JTAO). Interface Training Program for all CINCs, Services, and Defense Agencies and produces JTAO interface training materials.

b) Operate and maintain the Joint Multi-Tactical Digital Information Link (TADIL) School.

c) Provide training and subject matter experts (SMEs) in the following areas:

d) Multi-TADIL Joint Interoperability Course (MAJIC).

e) Joint Tactical Information Distribution System Course (JTIDS).

f) Network Design and System managers Course (NDSM).

g) Joint Interface Control Officer Course (JICO).

h) US Message Text Format Courses (USMTF).

i) Provides operational JTAO Interface support to all CINCs, Services, and Defense Agencies.

j) Operate and maintain one operational Joint Interface Control Cell-Deployable (JICC-D) to support CINCs wartime, contingency and Joint exercise requirements.

k) Will operate, maintain, and manage a website and a group electronic mailing capability to support the collaborative Joint Tactical Information Distribution System (JTIDS) network design library efforts with the Service NDFs and USJFCOM

l) Operate and maintain the DoD JTIDS Pulse Deconfliction Server.

m) Serve as the FORSCOM lead for planning and execution of the Roving Sands Exercise.

(5) Chief, Homeland Security Division.

a) Responsible for Chemical, Biological, Radiological, Nuclear, High Yield Explosive (CBRNE), and Consequence Management, and administering the DOD Emergency Preparedness Course (DODEPC).

b) FORSCOM lead for emerging trends and doctrine in the field of Military Assistance to Civil Authorities (MACA).

c) Plans for military support for a wide range of civil support missions and when directed, execute military support missions.

d) Prepare DOD responders to meet demands of MACA missions by providing MACA training for DOD personnel.

e) Provide training readiness oversight for weapons of mass destruction civil support teams.

(6) Deputy Chief of Staff G1, FORSCOM.

a) Develops FORSCOM policy programs for leadership concepts, leadership training programs, and leader development.

b) Provide oversight for Command Surgeons' monitoring of medical training.

c) Responsible for monitoring training of engineer units.

d) Responsible for monitoring training of military police units.

(7) Deputy Chief of Staff G2, FORSCOM.

a) Acts as FORSCOM staff proponent for policy and guidance on foreign language training. Manages the Command Language Program.

b) Acts as FORSCOM staff proponent for Tactical Intelligence Readiness Training Program (REDTRAIN).

c) Monitors overall training programs of AC intelligence units.

d) Acts as FORSCOM staff proponent for Opposing Force Program.

(8) Deputy Chief of Staff G4, FORSCOM.

a) Responsible for monitoring training of logistics units.

b) Coordinates and monitors the Army Modernization Training (AMT) Program.

(9) Deputy Chief of Staff, G6, FORSCOM. Responsible for monitoring training of signal units and data processing units (DPU), and computer repairers.

(10) Surgeon, FORSCOM. Responsible for programming and monitoring medical training of all medical units and personnel.

(11) Chaplain, FORSCOM. Responsible for monitoring training of unit ministry teams.

(12) Historian, FORSCOM. Responsible for programming and monitoring training of military history detachments and personnel.

b. CONUSA Commanders.

(1) CONUSA commanders will brief annual training brief to commander FORSCOM during the first quarter of the Fiscal year. Briefing requirements to be published annually in conjunction with CG's training guidance and requirements of CONUSA and FC 350-2 and 350-4.

(2) Provide training and training support.

(3) Mobilize and deploy RC forces.

(4) Support Home Land security as directed to include Response Task Force and Military Support to Civilian Authorities.

c. United States Army Reserve Command.

**FORSCOM Regulation 350-1**  
**25 October 2002**

(1) Assist CG, FORSCOM in the development of command training guidance (CTG) as it pertains to the USAR.

(2) Develop mission essential task list (METL) and associated conditions and standards for the unit and staff, separately if needed.

(3) Theater Level Warfighting Support Headquarters will conduct an MRE on receiving theater METL within 90 days prior to deployment and conduct an EXEVAL.

(4) Regional Support Commanders will submit and approve METL of subordinate units one level down and select battle (training) tasks.

(5) Annually publish, or update as necessary, training guidance and major events calendar. Guidance may include command mission, goals, training philosophy, and training strategy.

(6) Publish timely, sufficiently detailed information about training events so that subordinate units can "lock in" their training plans. Make available long term training calendars for planning purposes.

(7) Allocate and/or coordinate resources for the RSCs to support and implement training.

(8) Protect training time and reduce training distracters.

(9) Evaluate training effectiveness.

(10) Brief annual training brief to CG, FORSCOM.

d. Chief, National Guard Bureau will assist CG, FORSCOM in the development of command training guidance (CTG) as it pertains to the ARNG.

e. United States Army Signal Command.

(1) Provide annual training briefing to Commander, FORSCOM.

(2) Publish annually for subordinate units, or update as necessary, command training guidance. Guidance may include mission, goals, training philosophy, and training strategy.

(3) Support Active Component/Reserve Component (AC/RC) Association Program through senior and peer mentorship of associated units IAW FR 350-4, Ch. 3.

(4) Allocate resources to implement training. Special emphasis is given to resourcing training on technically inserted equipment.

(5) Evaluate training effectiveness.

(6) Publish mission essential task list (METL). Commander will approve METL of subordinate units one level down.

f. Corps Commanders.

(1) Publish mission essential task list (METL) and associated conditions and standards for the unit and separately for the staff. These commanders will

approve METL of wartime-aligned subordinate units one level down and select battle tasks.

(2) Annually publish or update as necessary, for subordinate units command training guidance and major events calendar. Planning cycles and publication dates should be IAW FM 25-100 (FM 7-0). Guidance may include command mission, goals, training philosophy, and training strategy.

(3) Publish timely, sufficiently detailed information about training events so that subordinate units can "lock in" their training plans.

(4) Allocate resources to implement training.

(5) Protect training time and reduce training distracters.

(6) Evaluate training effectiveness.

(7) Participate in Corps packaging requirements as stated in FORSCOM Regulation 350-4.

(8) Brief annual training brief to commander FORSCOM during the first quarter of the fiscal year. Briefing requirements to be published annually in conjunction with CG's training guidance.

g. Division-level and Brigade/Group Level Commanders. Planning cycles and publication dates should be IAW FM 25-101 (soon to be FM 7-1). Division-level commanders and brigade/group commanders will:

(1) Publish METL and associated conditions and standards for the unit and separately for the staff. These commanders will approve METL of wartime-aligned subordinate units one level down and select battle tasks.

(2) Annually publish or update for subordinate units command training guidance, which includes a long-range calendar. Guidance may include command mission, goals, training philosophy, and training strategy.

(3) Maneuver brigade commanders develop a training strategy that ensures the brigade and its elements are trained to standard in brigade combined arms operations.

(4) Plan and conduct training that focuses one unit level down; evaluate proficiency two levels down.

(5) Select training objectives for planned training based on assessment of unit proficiency in METL tasks, during short-range training.

(6) Publish short-range training guidance that includes a short-range calendar.

(7) Publish timely, detailed information about training events (training objectives, participating units, units providing observer/controllers, etc.) so that subordinate units can "lock in" their short-range plans and training schedules.

(8) Allocate resources to implement training plans, create challenging conditions for training, and protect subordinate units from unprogrammed taskings or other training distracters.

(9) Ensure the following training management tools are understood and used at the appropriate levels:

(a) FM 25-100 (FM 7-0) and FM 25-101 (soon to be replaced by FM 7-1).

(b) Current unit training strategies of the Combined Arms Training Strategy (CATS).

(c) Current mission training plans (MTP), drills, military qualification standards (MQS) manuals, and soldiers' manuals (for common tasks and tasks specific to each military occupational specialty (MOS)).

(d) DA Pam 350-38, Standards in Weapons Training.

(e) Training Ammunition Management System (TAMS), AR 5-13.

(f) Training Ammunition Management Information System – Redesigned (TAMIS-R).

h. Dual-based and Split-based Brigades. Split-based brigades are brigades geographically separated from their parent division headquarters. Dual-based brigades are brigades previously based in USEUCOM AOR; now based in CONUS; committed to NATO; and with parent division HQ still in Europe.

(1) 1/1 ID and 3/1 AD are both dual-based and split-based brigades. Commanders of these brigades will develop their METL based upon their wartime mission and related tasks in external directives. The METL for the dual-based brigades stationed at Fort Riley is approved by the Fort Riley Senior Mission Commander (Commander, 24<sup>th</sup> ID). Like units on Fort Riley will have like METLs to facilitate planning, resourcing, and execution of training. Dual-based brigades long range training plan (Command Training Guidance and long range calendar) will be based on the approved METL and the Senior Mission Commander's Training Guidance. Brigade Commanders will present Quarterly Training Briefs to the Senior Mission Commander. FORSCOM will plan, program, and budget for the dual-based brigades' home station training consistent with FORSCOM priorities.

(2) The 3/2 ID (M) and 1/25 ID (L) are split-based brigades. Commanders of these brigades will develop the units' METL based on wartime mission guidance received from their division commander. These brigades' METL will be approved by their division commander. These brigades' long range training plan (Command training guidance and long-range calendar) will be based on approved METL

and the I Corps Deputy Commander/Commander's training guidance. Brigade commanders will present Training Cycle Briefings (TCB) to the Deputy Commander, I Corps prior to the start of every green training cycle. Forces Command will plan, program, and budget for these brigades' home station training consistent with FORSCOM's priorities and available funds.

i. Battalion-level and Company-Level Commanders. Battalion-level and company-level commanders will:

(1) Assign primary responsibility for collective training to officers and primary responsibility for soldier training to NCOs. The NCOs will also train most sections, squads, teams, and crews.

(2) Publish METL and associated conditions and standards for the unit (and separately for the battalion staff). Battalion commanders approve METL of battalion staff and subordinate units and select battle tasks.

(3) Plan and conduct training to Army standards for one unit level down; support training two levels down and; evaluate proficiency two levels down.

(4) Select specific training objectives for planned training based on assessment of unit proficiency in METL tasks, during short-range training.

(5) Meld leader and soldier training requirements into collective training events using multi-echelon techniques.

(6) Publish short-range training guidance that includes a short-range calendar.

(7) Publish timely, detailed information about training events (training objectives, participating units, units providing observer/controllers, etc.) so that subordinate units can lock in training schedules.

(8) Company commanders select soldier tasks for training during near-term planning. Commanders select tasks that need training based on subordinate leaders' assessments of soldier proficiency in essential soldier tasks and that support upcoming collective training objectives. Similarly, commanders select leader tasks for training subordinate leaders during near-term planning.

(9) Company commanders develop and sign training schedules.

(10) Battalion commanders approve and publish training schedules.

(11) Protect subordinate units from training distracters by tenaciously enforcing the "lock in" of major events approved with short-range plans and contained in the signed training schedules.

(12) Allocate resources to implement training plans and create challenging conditions for training.

**FORSCOM Regulation 350-1**  
**25 October 2002**

(13) Ensure the following training management tools are understood and used at the appropriate levels:

- (a) FM 25-101 (soon to be FM 7-1).
- (b) Current unit training strategies in CATS.
- (c) Current MTPs, drills, MQS manuals, and soldiers' manuals (for common tasks and MOS-specific tasks).
- (d) DA Pam 350-38.
- (e) TAMS.

**1-5. Training Philosophy**

a. The FORSCOM mission as the Army component of Joint Forces Command and as a Major Army Command is to train, mobilize, deploy, sustain, and reconstitute combat ready forces to meet requirements of Combatant Commanders across the full spectrum of operations. Conduct homeland security operations. Transform operational forces and institutional processes. Ensure the well-being of our soldiers, civilians, retirees, and their families. b. Within that mission, CG, FORSCOM intent is clear: Throughout Army and FORSCOM Transformation, we will maintain combat ready forces capable of fighting and winning a Major Combat Operation (MCO) while supporting other OCONUS operational requirements in joint or combined environments. We will also maintain ready Homeland Security forces capable of operating as part of a joint force and in interagency environments. And, as always, FORSCOM will be prepared to provide other support to the Nation as called upon.

c. CG, FORSCOM training philosophy is:

(1) Disciplined adherence to our training doctrine, efficient training management, and effective training execution in both Army only and Joint environments are essential to success.

(2) Train hard today to achieve the Combined Arms Training Strategy (CATS) standard for every unit.

(3) Do not compromise combat readiness training of individuals and units .

d. Train as the Army fights. Achieve the greatest combat power through synchronization of combat, combat support, and combat service support (CA/CS/CSS) systems to complement and reinforce each other. This builds a cohesive, winning spirit.

e. Execute assigned operational missions. Execution of the assigned missions is the basic objective and training is the single most important element in preparation. The mandate is to ensure a trained and ready force that is capable of sustaining combat power and has the capability to deploy to contingency areas. To accomplish this, plan and execute tough, realistic training. Focus precious

resources on ensuring units can execute those critical, combat skills and missions that result in victory on the battlefield. Be ready to deploy as a vital instrument of national policy.

f. Train the fundamentals of our profession (move, shoot, and communicate). Focus first on basic soldier skills such as discipline, physical fitness, and weapons qualification. Develop and execute well-thought-out, comprehensive leader-development programs focused on the tactical and technical components of combat operations. Challenge junior leaders by providing opportunities for growth and increased responsibility. Commanders and leaders at all levels will:

(1) Set the standards of mental toughness through role modeling. Exemplify, through professional and personal conduct, the standards of discipline soldiers should meet.

(2) Personally set the standards of physical toughness expected of soldiers.

g. Training, the most important activity, is a difficult business that requires detailed preparation, hard work, and professionalism. Use and understand the doctrinal guidelines and concepts so that they can be implemented correctly. Commanders must execute a multi-echeloned training strategy, with specific goals established for leaders, staffs, small units, and soldiers.

h. Establish a Gate Strategy. True readiness training can only be achieved when individual, leader, staff, and unit building blocks within the organization achieve proficiency before moving to higher echelon training. This is accomplished by establishing clearly defined, objective criteria that serve as "gates" for providing feedback to commanders to determine whether standards have been met and, if they have, send a clear signal to move to a more complex training level. The gate strategy is not simply conducting platoon lanes prior to company lanes. It is a multi-echelon approach to training that establishes specific gates for units, staffs, and leaders in training, external evaluations (EXEVALs), and certifications through a combination of field exercises, simulations, and live fires. These gates validate warfighting readiness for progression to the next level of training and, most importantly, prepare soldiers for success.

Certification programs are to be implemented and applied throughout the commands. Units will not deploy to a combat training center (CTC) without completing the established gates found in Chapter 3 of this regulation.

i. Total Force Event-Driven Training and Readiness Strategy. In addition to gate training strategy, measure combat readiness by gates. Link

the gates established to training readiness on the USR. The 800 miles, 14.5 hour model for funding must be linked to specific events that drive our readiness. Similarly, a maneuver battalion will conduct a battalion task force exercise that includes an EXEVAL prior to CTC participation. Focus time on developing readiness criteria for CA/CS/CSS units.

j. To determine the unit's abilities to perform specific tasks, assess all training and incorporate feedback into the training cycle. Although there may be some room for subjective assessment, the overall process must be predicated on an objective evaluation system. Identify those critical events and training opportunities to be conducted before assessing critical tasks. The after action review (AAR) is the most important tool in the assessment process. It is an analysis of unit performance that provides corrective feedback and identifies those areas requiring additional focus.

k. It is essential for soldiers to understand that performing maintenance to 10/20 standards in any environment and attaining the capability to conduct maintenance on our technical equipment enhances and facilitates training. Convey this requirement throughout all commands. All FORSCOM soldiers must be cognizant that maintenance and training are inseparable if the Army is to fight, sustain, and win on tomorrow's battlefield.

### **1-6. General Training Guidance**

Good training is built on a foundation of good discipline. Unit training focus will be on wartime missions that have been carefully analyzed to produce a METL. The primary objective is to produce soldiers, leaders, and units proficient in the execution of wartime missions with the ability to mobilize, deploy, and maneuver as combined arms teams using Full-Spectrum Operations. Training programs must give the proper attention to individual/crew/team proficiency and small unit training, while simultaneously training commanders and their staffs in the command and control procedures essential for success in combat.

a. This section provides general guidance and additional philosophies for training. This regulation earmarks the transformation from goals-based training guidance to requirements-based training guidance. The requirements found in Chapter 3 of this regulation will instill the FORSCOM Commander's training philosophy and standardize training requirements.

b. Army mission readiness is non-negotiable; it is FORSCOM's number one priority. It is a product of skilled and willing soldiers, serviceable

equipment, and unit training. These three elements are inextricably woven and are interdependent. Soldiers enlist and reenlist for the challenge of well-planned, effective training on quality equipment that works. Informed leaders who understand this ensure that training is adequately resourced and that materiel systems are kept in peak condition at all times. These elements encompass the readiness focus commanders must maintain. Training events must be planned and executed to standard in a strategy that fully maximizes the operational tempo (OPTEMPO) funds provided. Equipment maintenance must continue to be 10/20 standards, no lower.

c. FORSCOM's biggest challenge is to balance competing demands. It is incumbent upon commanders to focus resources and prepare units to meet and overcome successfully all obstacles encountered in the accomplishment of our multiple missions.

d. Training must be focused and measurably improve the warfighting readiness across the total force in FORSCOM. The word "measurably" demands that commanders use baselines, performance measures, and goals to significantly improve FORSCOM training. The result will be a fighting force infused with a committed, winning spirit that is totally integrated, adequately resourced to be trained, ready to fight and defeat any enemy.

e. FORSCOM's training strategy proceeds from the mission--to train, mobilize, and deploy--and recognizes that the Army is a "come as you are," full spectrum, global response force, regardless of the contingency. OPTEMPO is high and does not allow for wasted time or opportunity. FORSCOM's strategy must be battle-focused, emphasizing only those mission essential task list (METL)-driven and core supporting tasks that contribute to individual and unit warfighting readiness.

f. As an Army of standards, establish clearly defined and measurable tasks, conditions, and standards for each training event and then train to that standard. Employ the Training Execution Model (FM 25-101, Eight-Step Model) in the development and execution of training events and as a "checks and balances" tool to ensure that quality training is planned, prepared, and executed.

g. Commanders should place preeminent focus on the development of:

(1) Bold, risk-taking, technically, and tactically sound leaders who will exercise initiative within the commander's intent. Train leaders first. Tactical and technical expertise leads to the confidence needed to lead from the front. Our warfighting requirements demand confident, competent officers and NCOs skilled in their craft. Challenge junior

**FORSCOM Regulation 350-1**  
**25 October 2002**

leaders by providing opportunities for growth and increased responsibility. Make them agile and demand initiative to prepare for an uncertain future; these are the demands of the transformed Army. Give them the time they need to plan and execute discretionary training.

(2) Disciplined soldiers, physically, emotionally and spiritually fit to withstand the hardships and dangers of combat.

(3) Soldiers highly skilled in individual tasks.

(4) Small units well grounded in basic technical/tactical tasks and drills.

(5) Agile and synchronized higher level combined arms units experienced in fighting in depth (time and space).

h. Commanders will use the following training priorities to develop their training programs (listed in order of priority):

(1) Physically and mentally tough individual training emphasizing field combat skills, leader development and marksmanship. Individual training includes formal military schools required to maintain Soldier's Manual standards and MOS proficiency.

(2) Develop leaders at all levels. Develop tactical, professional, and technical training to equip leaders to perform leadership tasks associated with operational missions and to conduct training of their subordinates in basic soldier skills.

(3) Squad/crew/platoon training and evaluation to ARTEP standards on METL tasks.

(4) Company/battery/battalion/squadron training and evaluation to ARTEP standards on METL/Battle tasks.

(5) Combined arms battalion task force training at Combat Training Centers (National Training Center [NTC] and Joint Readiness Training Center [JRTC]) on a scheduled rotational basis. The goal is for every BN and BDE commander to participate in a CTC rotation during their command.

(6) The CPXs for brigade through corps headquarters, to include participation by units on next lower level.

(7) Special environmental training, cold weather training, etc. and Reciprocal Unit Exchanges (RUEs) conducted at off-post sites.

(8) Off-post training will be kept to a minimum consistent with the training needs of the unit and funding levels.

### **1-7. Support of Reserve Component (RC)**

a. Critical to success is the total integration of the Army's components; Active Component (AC), and the Reserve Components (RC) consisting of Army National Guard (ARNG), and Army Reserve (USAR). Soldiers cannot deploy and fight as a team

unless commanders plan, organize, and train together. Continue to improve the integration of the components into appropriate Corps Packaged, associated, teamed, and multi-component organizations and use multi-component training to achieve the synergy to accomplish our common goals. Senior leaders must fully understand the unique core competencies and capabilities each component brings to the fight; they must work to ensure the resources to accomplish assigned missions are provided in an effective and efficient manner; and, they must be cognizant of the readiness needs and constraints of each component. Commanders must track the readiness of their war plans units and include comments in individual Unit Status Report (USR), as appropriate.

b. In support of FORSCOM's mission to train, mobilize, and deploy combat ready RC forces, AC associate units are assigned mentorship responsibilities for select RC units. Each Force Support Package (FSP) unit (at General Officer command level), eSB, and ARNG division and strategic reserve brigade is provided peer level mentorship by a like-sized AC unit, under the oversight and senior mentorship of a higher organizational level AC commander. Based on TSXXI, Training Support Brigades and other training organizations under the CONUSA will provide the RC organizational training assistance and TAM evaluation responsibilities previously assigned to AC associate units. FORSCOM Regulation 350-4 provides policy on AC/RC training associations and specific responsibilities for mentorship.

## **CHAPTER 2**

### ***Training Management***

#### **2-1. General**

Certain fundamental policies, doctrine, and principles shape training management within FORSCOM. Commanders will apply the Army Training Management System that is summarized below to manage and conduct training in their units.

a. Army Regulation 350-1 is the umbrella training document which establishes HQDA training policies concerning the major components of Army training (individual, collective, and modernization); the three pillars of Army training (institutional, unit and self-development); and provides guidance for conducting training.

b. Field Manual (FM) 25 Series (soon to be 7 series) contains the Army's concepts and techniques on how to conduct training management. Field Manual 25-100 (7-0), Training the Force, is the

Army's standardized training doctrine applicable throughout FORSCOM. It provides the necessary guidelines on how to plan, execute, and assess training. Field Manual 25-101 (soon to be 7-1), Battle Focused Training, provides practical "how to" guidelines for officers and NCOs, including techniques and procedures for planning, executing, and assessing training. A practical template to aid leaders in executing training management is the Training Execution Model. The 8-steps to the model are 1) plan the training, 2) train and certify the leaders, 3) recon the site, 4) issue the plan, 5) rehearse, 6) execute, 7) conduct the AAR 8) retrain.

c. Training objectives at the company/battery and battalion level are expressed in terms of proficiency in individual training tasks from Soldier Publications (SM, TM) and unit training tasks from the ARTEP/AMTP.

d. Individual training will be integrated into all phases of unit activity and undertaken at the lowest level with frequent command emphasis to create opportunities.

e. Command evaluation is the key to developing and maintaining training proficiency as well as providing the commander with an up-to-date status of where his unit is and where it is going. External ARTEP/AMTP evaluations are helpful, but commanders must realize internal evaluation is a continuing requirement for all training to determine achievement/non-achievement of the training objectives.

f. The commander must provide time and other resources for remedial training based upon evaluation results.

g. Army Regulation 350-28 provides guidelines for participation of U.S. Army units in CJCS Exercises.

## **2-2. Priority for Training**

a. Warfighting training is FORSCOM's first priority because it results in combat readiness. Commanders must constantly protect training and readiness against the many activities that compete for the commander's time and attention. Commanders and staff alike minimize training distracters by only allowing legitimate demands for time and resources. Commanders enhance and sustain readiness by making the most of all training opportunities and by minimizing distracters.

b. Major unit commanders should set up a system for allocating specific periods of priority training to subordinate units. Cyclical training priorities under green, amber, red, or similar systems work well for most units; however, the success of any system depends on the degree the company

commander feels he has priority training periods throughout the year, time unimpeded by details and other distracters that obstruct training and result in reduced readiness (e.g., special duty, honor guard, support details, and routine medical care). The time management system is to be ruthlessly enforced.

c. Company commanders will get a minimum of one week per quarter for their priority training.

d. Sergeant's Time: Sergeant's time is a FORSCOM-command directed program. Large unit collective readiness is impossible without squad, crew, team, and individual readiness. Sergeants link individual training, where a soldier becomes proficient in job skills, and collective training. Where Sergeants teach teams, squads, crews, and sections how to fight, is crew/squad/team training. Sergeants shall have five continuous hours per week dedicated to them in order to train crews, squads, teams, and individuals. Sergeant's Time shall be well planned with METL related tasks to be trained and approved by the commander, then scheduled and protected.

(1) Sergeants continually assess the ability of their soldiers to accomplish key battle tasks in support of their higher unit's wartime mission. Sergeants will assess proficiency to perform individual and collective tasks according to FM 25-101. Using this assessment, sergeants will prescribe the individual and collective training they want to conduct during Sergeants Time Training.

(2) After commanders approve the training, the commander must provide resources for it and ensure that the principal trainers -- the sergeants who are first-line supervisors -- are qualified and rehearsed the training.

e. Combat Support and Combat Service Support units.

(1) Readiness is to be paramount in the minds of our Combat Support (CS) and Combat Service Support (CSS) commanders. Just as with Combat Arms commanders, CS and CSS units shall train to provide timely, tailored support and to develop CS/CSS unit field craft and survival skills. CS and CSS unit commanders will seek opportunities to perform field training by supporting other units at realistic field sites under tactical conditions.

(2) When there are not enough field training opportunities in support of other troop units, commanders of CS and CSS units should schedule quarterly periods of field training in a tactical environment that will exercise units in sustainment of their METL.

(3) CSS units shall schedule squad, crew, detachment, team, and individual proficiency training for their assigned personnel. The fact that most

**FORSCOM Regulation 350-1**  
**25 October 2002**

individuals are doing their assigned mission during their day-to-day work routine does not ensure that they are being fully trained. A program must be established at the lowest level that provides for the training of individuals. It is vital that a workable program be developed at the lowest level and all available time is used in executing the program. Soldiers in highly technical skill MOS's need equipment to train

(4) Command and staff training, emphasizing CSS system operation and support of combat elements is also a critical component of CS/CSS training. Corps and corps equivalent organizations are responsible for establishing and maintaining these types of functional training programs.

(5) "Army Medical Department (AMEDD) organizations assigned to CSS will comply with training strategy/requirements cited in para 3-32."

### **2-3. Small Unit Integrity**

Commanders will strive to maintain small unit integrity when conducting training and support missions. Personnel turmoil within units is one of the most detrimental factors to unit proficiency. Limit turn over within squads, platoons and companies as much as possible. This will increase combat readiness as well as unit cohesiveness. Assign support missions to integral squads, platoons, or companies on a rotational basis. This will lead to maximum effectiveness in training.

### **2-4. Training Ammunition**

a. In addition to wisely using training devices, subcaliber devices, and firing simulators to support gunnery/marksmanship training, Commanders must productively shoot their required allocations. DA Pam 350-9 is an index and description of Army training devices.

b. Army Regulation 5-13 describes the Training Ammunition Management System (TAMS) policies, procedures, and responsibilities.

c. The DA Pam 350-38 outlines Army requirements for weapons training programs. Highlights can be found in chapter 3-3. It applies to the weapons and weapons systems used throughout FORSCOM. Included are gunnery training programs which include standards for qualification, training strategies to achieve those standards, and ammunition requirements. The standards are prescriptive. The training strategies provided are one way to achieve the standards. Commanders must determine the unit's training posture prior to expenditure of full service ammunition, thus maximizing effective use of ammunition.

d. Logistical support is a key element in training ammunition management. However, timely unit ammunition forecasts are essential for the ammunition supply point to have the right quantities, and at the right time.

### **2-5. Training Realism**

Units must train the way they will fight. Commensurate with the level of unit training proficiency and staying within the bounds of safety and common sense, commanders will integrate every battlefield effect such as smoke, noise, simulated NBC, battlefield debris, loss of key leaders, scenarios which raise law of war/rules of engagement (ROE)/other legal issues, night conditions, rain, cold weather, and other realistic conditions into training. The primary difference in what you do on the battlefield and what you do in training should be the amount of risk you are willing to take. Never compromise safety. Tactical training scenario should be developed to include an uncooperative opposing force that uses the organizations, tactics, and when possible, the equipment or equipment replications of a potential adversary. Training realism, warfighting and safety are three inseparable entities.

### **2-6. Deployment Preparation**

Preparation for deployment is a continuous process and should be integrated into CA, CS, CSS unit and coordinated with installation/organization training activities and planning throughout the year. It should include the exercise/evaluation of unit/installation/organization deployment plans and responsibilities outlined in the FORSCOM Mobilization and Deployment Planning System (FORMDEPS) Regulation 500-3-1, and FORSCOM Regulation 525-2, Emergency Deployment Readiness Exercises and FORSCOM/ARNG Regulation 350-23, Mobilization Exercise Program.

### **2-7. Funding and Standard Army Training System (SATS).**

a. Funding.

(1) At FORSCOM level, funding allocations are made under the currently recognized training programs as announced in the latest FORSCOM Program Budget Guidance. Allocation of funding for Base Training and Sustainment (activities associated with operations of AC General Purpose Forces units) is based on the previous fiscal year consumption of mission fuel and parts, the beginning fiscal year personnel strength, and an estimated initial sustainment costs for projected force modernization actions.

(2) Senior Mission Commanders should apply funds based on established mission preparedness priorities so that each unit can maintain full mission capability consistent with its deployment priority and ALO.

(3) Fund essential training activities at each echelon before funding any higher echelon training. Individual through battalion echelon training including command and staff C2 exercises should be funded at a higher level before funding brigade-level exercises. Home station training to battalion level will be fully resourced before considering deployment to distant training areas.

(4) Commanders will plan and program training events within dollar guidance outlined in FORSCOM Automated Program and Budget System (FAPABS). Careful planning and programming is necessary to ensure fund availability throughout the year and to prevent training peaks and valleys.

b. Standard Army Training System (SATs).

(1) The SATS provides unit commanders with automation support to facilitate the execution of the training management process described in FM 25-100, Training the Force, and related documents. It accomplishes this by enabling unit commanders to use their existing office automation systems to access relevant training management documents and records, such as Mission Training Plans (MTP); perform nearly all analysis inherent in the training management process, such as ammunition forecasts and assessments; identify resource requirements for training activities; prepare and print required schedules, calendars, and reports.

(2) The SATS integrates key management functions that support developing the METL to determine training requirements, planning, resourcing, scheduling, and assessing training in units. It is available to assist in the management of training from company through corps.

## **2-8. Safety**

a. Commanders are responsible for the safety of all Army personnel, military and civilian, assigned to the command and non-Army personnel exposed to training. While our operations are inherently hazardous, nothing we do in training justifies risking the life of a soldier. Safety is everyone's business, but it is a commander's personal responsibility to ensure that unit activities are conducted in a safe, responsible manner. Effective 1 October 2002, the following requirements are in effect:

(1) Company grade officers must complete the Commander's Safety Course (CSC) via distance learning prior to assuming command. Brigade

commanders will certify that their officers will have successfully completed the CSC prior to assignment as company commanders.

(2) Brigade and battalion level command designees must complete the CSC prior to attending the Fort Leavenworth pre-command course. The Army Safety Center is the course proponent for the CSC. For officers who are selected to attend the pre-command course, ATRRS will enroll them automatically in the CSC. Upon enrollment, pre-command designees can go to the following URL to register for the CSC:

[HTTPS://WWW.AIMSRDL.ATSC.ARMY/SECURED/ACCP\\_TOP.HTM](HTTPS://WWW.AIMSRDL.ATSC.ARMY/SECURED/ACCP_TOP.HTM)

(3) All other soldiers desiring to take the course for self development, can enroll and register at either one of the following URLs :

<HTTPS://WWW.ATRRS.ARMY.MIL> (SELECT SELF-DEVELOPMENT AT THIS SITE) OR  
[HTTPS://WWW.AIMSRDL.ATSC.ARMY/SECURED/ACCP\\_TOP.HTM](HTTPS://WWW.AIMSRDL.ATSC.ARMY/SECURED/ACCP_TOP.HTM)

b. Commanders must understand that the risk assessment procedure is continuous and not a distinct point in the decision-making process. Stay attentive. Train our junior leaders on risk assessment, for they often must make the critical decision on the ground. Ensure that your soldiers know that any soldier in this command can call a "time-out" during training if a potential safety risk is observed.

c. Safety and risk assessment and management training will be conducted as detailed in AR 350-1, Chapter 1.

d. Training safety risk assessments will be conducted during the planning phase of training to ensure that the training is realistic, but does not exceed an acceptable level of risk for noncombat situations. Leaders in charge of training will use the five-step risk assessment and risk management cyclical process as detailed in Table 1-1, Chapter 1, AR 350-1. Every leader from the first line supervisor to the highest levels of command must be committed to safely building and maintaining the best combat and support ready force in the world.

e. Training safety assessment is continuous and will be conducted during all phases of training planning, execution and evaluation.

## **2-9. Environmental Protection**

a. Training is the Army's highest priority peacetime mission. Training depends on well-maintained training land, yet training is inherently damaging to the environment. Training programs will be planned and conducted to minimize damage to natural and cultural resources. Leaders at all levels are responsible for the use and protection of

**FORSCOM Regulation 350-1**  
**25 October 2002**

natural and cultural resources while ensuring that training readiness is maintained. Environmental constraints at installations will not be allowed to prevent units from training to standard. Commanders must:

- (1) Seek imaginative, innovative ways to train to standard while minimizing environmental impacts.
- (2) When necessary, consider altering conditions under which a task is performed vice altering standards.
- (3) Ensure subordinate leaders have a clear understanding of all local environmental constraints, limitations and restrictions to training at the installation.
- (4) Prior to commencing training, ensure all participating soldiers are briefed on local environmental protection measures. As a minimum, the briefing should include identification of restricted use areas, identification of protected species and habitats, possible hazards, hazardous substances and POL handling/spill control techniques/reporting requirements, maneuver damage control techniques and damage reporting procedures.

(5) Protect training areas and ranges. These are finite resources and when they are lost through misuse of the environment, they cannot be replaced. Damage to training areas caused by training should be reported to the installation Range Control and ITAM coordinator so that such damage can be prioritized for repair.

b. The Environmental Risk Assessment Matrices and the Unit Environmental Self-Assessment checklist in TC 5-400, will be used by units in preparing training plans to ensure that training is designed to minimize damage to the environment.

**2-10. Army Standardization Program**

a. Army policy, program, objectives, and MACOM responsibilities for implementing and executing the Army Standardization Program are in AR 350-1.

b. The success of the Army Standardization Program depends on close adherence to doctrine cited in applicable training circulars, technical manuals, field manuals, and load plans. In this regard, FORSCOM commanders will ensure that common operational, tactical, logistical, administrative, and training tasks, drills, and procedures are done as prescribed to standard.

c. Commanders should not discourage the initiative of their subordinate leaders. Proper application of the standardization programs should enhance initiative and ensure performance of tasks to Army standards. When doctrinal change is considered appropriate, it will be brought to the

attention of CDR, FORSCOM, ATTN: AFOP-TR, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062, so it can be forwarded to HQ TRADOC for appropriate disposition. (RCS exempt, AR 335-15).

**2-11. Army Distance Learning Program (ADLP)**

The Army Distance Learning Program (ADLP) offers commanders the opportunity to expand their training options. It is intended to enhance training in all Army components. The TRADOC is the Army executive agent for ADLP. The FORSCOM assists TRADOC in the development and prioritization distance learning (DL) requirements. Soon, DL classrooms should be installed at installations throughout FORSCOM. Commanders are encouraged to take full advantage of all facets of DL in support of Total Force readiness. For assistance and information concerning DL, contact CDR, FORSCOM, ATTN: AFOP-TRS, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062.

**2-12. Center for Army Lessons Learned (CALL)**

The CALL is a subordinate directorate of the Combined Arms Training Activity (CATA) at the Combined Arms Center, Fort Leavenworth, KS. The CALL's mission is to provide combat-relevant lessons learned to the Total Army. It disseminates lessons learned through a wide variety of media sources such as videotapes, newsletters, bulletins, etc. Additional information about CALL products may be obtained by contacting Commander, USACAC, ATTN: ATZL-CTL, Bldg 325, Fort Leavenworth, KS 66027-7000, or DSN 552-2255/9550/9556.

**CHAPTER 3**

***Training in Units***

**3-1. Requirements**

This chapter addresses both individual and collective training requirements that will be integrated into unit training programs. Individual training is everybody's business - sergeants, captains, colonels, and generals. Individual training objectives must be clear and used to teach junior leaders how to productively use each soldier's time. Junior leaders will grow in stature and capability as they use decentralized training techniques and responsibilities.

**3-2. Individual Training and Development**

a. Skill Sustainment. Train the fundamentals of our profession (move, shoot, and communicate).

Training on basic soldier skills such as discipline, physical fitness, weapons qualification, and MOS/SL competency guarantee the foundation of our readiness. We must renew our efforts to ensure soldiers are trained in basic soldier skills. The vision for the Objective Force builds on soldiers of "character and competence imbued with the warrior spirit - persuasive in peace and invincible in war." We are setting the conditions for the Objective Force every day as we mentor, train, coach, and teach our soldiers. Soldier and leader excellence must be sustained throughout the training year. Individual training must be battle focused, efficient, effective, and take advantage of our most precious resource - time. Multi-echelon training is the strategy to make this happen. Sustaining soldier and leader skills must be based on experience and a continuing assessment of current performance and future needs.

b. Responsibilities. While the commander has the ultimate responsibility for the Individual Training Program, the CSM and senior NCOs accomplish the bulk of the planning, preparation, execution, and evaluation/assessment. Commanders underwrite the individual training program by allocating resources - especially time. Senior NCOs have program responsibility for determining the priority and frequency of training for individual tasks. Commanders and senior NCOs work together to determine the best training sequence. Tasks which require initial training, or which have not been practiced in a long time, will usually require dedicated training time. Studies have shown that tasks learned correctly the first time are more easily recalled/sustained. It is, therefore, critical that trainers know how to perform the tasks correctly. Once basic individual proficiency has been achieved, tasks are then reinforced/sustained to standard using performance-oriented collective training (drills, STXs).

c. Evaluation. There are numerous internal and external evaluation tools available for leaders to assess/evaluate the status of individual task performance. Some form of evaluation should follow each individual task training session to verify the proficiency of the soldiers and to measure results against expectations. Evaluation can be a formal hands-on or written test or be based on observation of soldiers/leaders performing the task during collective training. Soldier or leader task sampling can be conducted by placing the soldier/leader in a realistic simulated combat situation, providing all required resources, and measuring performance against the soldier training publication or Training and Evaluation Outlines (T&EO) from appropriate

MTP, soldiers manuals, etc. Insure conditions conform to METT-T of wartime plans.

d. Realism. The realism under which the tasks are trained/tested should be increased to approximate combat conditions. The goal is to achieve the same level of stress that soldiers will experience in combat.

e. Priority for Individual Training. Individual training will be resourced and conducted according to the following priorities:

(1) Individual tasks that directly support the unit's METL.

(2) Tasks for MOS/skill level proficiency.

(3) Cross training tasks for critical weapons, support and sustainment systems.

(4) Tasks for higher skill level proficiency in MOS.

(5) Other individual tasks based on commander's assessment.

f. Cross Training. Experience has shown that cross training soldiers is critical to ensure that key weapons, support, and sustainment systems remain in action as the battle intensifies. Manning these systems at the height of battle can make the difference between victory or defeat. Commanders at every level should identify these systems and establish cross training goals based on experience from the NTC, JRTC, ARTEPs, and CPXs.

g. Opportunity Training. Leaders must use opportunity training to take advantage of available training time. This is especially important during major exercises. Leaders should analyze all calendar events, mission support, and post support requirements to seek out individual training opportunities. Such training opportunities should be planned and resourced as part of the individual training program.

h. Leader Development. The Officer Professional Program (OPP) and the NCO Development Program (NCODP) form the corner stone for unit leader training and development. They include commander/supervisor coaching, formal (resident) officer and NCO schools, unit officer/NCO training, and professional reading to form a multi-echelon combined arms leader-training program. This program builds leaders who are tactically and technically proficient in their current leadership positions, dedicated and caring, and who are developing in preparation for the next level of responsibility. Leader training should be a weekly, multi-echelon event.

(1) Unit programs should address -

(a) Integration of new/incoming leaders.

(b) Sustainment to standard of current proficiency.

(c) Training to ensure unit depth of leadership in battle.

**FORSCOM Regulation 350-1**  
**25 October 2002**

(d) Development of future proficiency.  
(e) Continuous evaluation/assessment of current performance.

(f) Training leader skills critical for unit collective training tasks.

(2) Battle focus drives the programs and narrows the possible list of leader proficiency and development tasks. However, it must be recognized that leaders need to have a broader scope of professional knowledge/skills.

(3) OPP and NCO DP must be an integral part of unit training programs - scheduled and resourced to accomplish the goals of the commander. The OPP and NCO DP training should be combined when a better understanding of officer and NCO roles will result and when resources can be more efficiently/effectively used.

(4) Officers and NCOs must be able to train their soldiers. Officers and NCOs should have mastery over the leader tasks of their subordinate leaders and NCOs should have mastery over their soldiers' individual tasks. Hands-on performance-oriented training is the key. Sufficient frequency of training must be planned throughout the training year to maintain skills learned.

(5) The key to success of the programs is through topic selection. After-Action Reviews (AAR) and lessons learned provide excellent training topics. Topics should be---

- (a) Battle focused.
- (b) Relevant and interesting.
- (c) Performance oriented.
- (d) Innovative and imaginative.
- (e) Flexible with regard to unit needs.

(6) FM 22-102, FM 25-100 (7-0) and FM 25-101 (soon to be 7-1) provide excellent guidance on development of officer and NCO programs and selection of topics.

(7) The OPP includes officer accomplishment of Military Qualification Standards (MQS), phase II and III. Commanders should assist their subordinate officers to complete each phase culminating with attendance at the Combined Arms and Services Staff School (CAS3).

(8) The NCO development includes providing those soldiers and NCOs with promotion potential and the educational skills required to advance in grade. Commanders should include the Basic Skills Education Program (BSEP), Advanced Skills Education Program (ASEP), and Career Skills Education Program (CSEP) as part of their NCO training and development strategy.

i. The NCO Academies (NCOA). The NCOA network has been divided into geographic NCOA training regions. This ensures that all soldiers

are provided an equal opportunity to attend available Noncommissioned Officers Education System (NCOES) courses. The NCOAs play an important part in NCOES at the primary and basic level and an integral part of the Enlisted Personnel Management System (EPMS). The NCOAs support the Army's intent to train selected NCOs and specialists in critical MOSs on a priority basis. Unit commanders must ensure that all soldiers attending the NCOA meet all prerequisites contained in AR 350-1. FORSCOM commanders are responsible for enrolling eligible soldiers in the Primary Leadership Development Course (PLDC) on their respective installations. Basic Noncommissioned Officers Courses (BNCOC) are conducted at TRADOC schools.

j. Unit/Troop Schools.

(1) Troop schools may be established by unit commanders to supplement job training. Unit commanders validate the need for each troop school by conducting a training needs assessment as outlined in AR 350-1, paragraph 2-18-L (2). Army troop schools may be contracted. Contracted training requires prior approval of HQDA and will follow a Program of Instruction (POI) developed and furnished by TRADOC. No troop school course will be contracted until approved by HQDA.

(2) Troop school training does not relieve or exclude the chain of command from their role as trainers of soldiers. Accordingly, troop schools will not be conducted for tactical or combat related training that the chain of command has inherent responsibility to teach, for example, rifle marksmanship, sniper, TOW/Dragon, leader training, physical training, any type of leader course, or CTT preparation, etc.

(3) For courses not listed in AR 350-1, unit commanders will submit an annual needs assessment by 1 May of each year to CDR FORSCOM, ATTN: AFOP-TRS, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062, for consolidation and forwarding to HQDA. Needs assessments must be validated as critical by the commanding general or the first general officer in the chain of command. Units will conduct only those troop school courses that have been validated by a needs assessment and approved by HQDA. They will maintain historical data on troop schools that include:

- (a) Courses taught.
- (b) Location of school.
- (c) Number of students enrolled/graduated for each course.

(d) Data specifying which courses are taught by contractors or on-duty military personnel.

(e) Costs for each course taught in terms of dollars, manpower, equipment, and facilities.

(f) Monitor courses through periodic inspections to ensure the quality of instructions given in troop schools.

(g) Use only TRADOC developed POI in troop schools.

(h) In local regulations, establish maximum number of soldiers that can be trained/cross-trained in an MOS in each unit; minimum retention time in the unit after completing a troop school course; minimum class size that enables courses to be cancelled if this size cannot be achieved; establish/follow prerequisites for each course.

(i) Identify resource requirements through command budget estimate submission and the program objective memorandum.

(4) Army Continuing Education System (ACES) (BA32) funds will not be used to conduct troop school training. However, Army Learning Center facilities may be used to support troop school programs.

(5) Quarterly troop reports will be submitted to CDR, FORSCOM, ATTN: AFOP-TRS, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062, using FORSCOM Form 1043-R, Troop School Training Report, with the specific information outlined in paragraph 3-2j(3)(a) through (e), above, NLT the 20th of the month following each quarter. FORSCOM Form 1043-R is available from the local forms management office. (Cite RCS CSGPO-451.)

k. Individual Training Evaluation: Common Task Test (CTT). The CTT is a hands-on test designed to measure the soldier's ability to perform basic combat and survival skills. All soldiers in Skill Level 1-4 are required to take the test every year. The test period is 12 months long beginning on 1 October of each year.

(1) The goal of the CTT is to provide a test that promotes proficiency of critical battlefield survival skills at the soldier's skill level. The test is designed to be progressive and sequential. Privates through sergeants first class test on tasks that are appropriate to their rank and skill level.

(2) The CTT includes tasks from both the STP 21-1-SMCT, Skill Level 1 and the STP 21-24-SMCT, Skill Level 2-4. The test consists of 18 tasks that are critical for battlefield survival and accomplishment of unit mission.

(3) The emphasis of the progressive CTT is to incorporate CTT into collective field training events. If there is not a field training exercise that would support the testing of a CTT task, then the commander can set up individual test sites and rotate their soldiers through the stations. If the commander

cannot test soldiers on a specific CTT task due to unavailability of required material, the commander will select a replacement task from one of the SMCTs. A commander in the rank of lieutenant colonel or above must approve the use of a replacement task.

1. Military Occupational Specialty (MOS) Training.

(1) Formal schooling will be the first choice for training/reclassifying soldiers into a new MOS. Such schooling may consist of TRADOC MOS-producing schools or installation or unit troop schools. If formal schooling or extension courses are unavailable or impractical, commanders can use supervised on-the-job training (SOJT) as a last resort.

(2) The SOJT programs will be planned, prepared, conducted, and recorded. The following policy for implementing an SOJT program is outlined below. Commanders must:

(a) Obtain approval to use SOJT from the first General Officer in the chain of command.

(b) Develop a list of critical tasks to be trained. List should parallel existing trainers guide/soldiers' manual task list for that particular MOS.

(c) Obtain a formal training program designed and developed by the training development proponent and approved by the first General Officer in the chain of command.

(d) Establish milestones for completion of training. The SOJT program may vary reflecting the degree of individual study, aptitudes, and available facilities but generally should require at least as much as comparable TRADOC courses.

(e) Develop an end-of-course evaluation measured to the Army standard.

m. Low-Density MOS Training. Sustainment of low-density MOS proficiency is a continuing training challenge. Commanders must meet this challenge with innovative and imaginative training programs conducted in an efficient and practical manner. Unique training strategies must be developed to sustain low-density MOS proficiency. Such strategies may include -

(1) Establishing the proponent for low-density MOS training at brigade or group level.

(2) Establishing troop schools.

(3) Contracting the training requirement to external agencies.

(4) Correspondence and training extension courses.

n. FORSCOM Trends Reversal Program uses input from JRTC and NTC Commanders as well as CALL publications and the TRADOC Trends Reversal Program to develop a top trends list. FORSCOM implements its Trends Reversal Program

**FORSCOM Regulation 350-1**  
**25 October 2002**

by briefing these trends at the bi-annual FORSCOM Commander's Conference. These trends are also presented at FORSCOM's World Wide Training Scheduling Conference and during FORSCOM portion of TRADOC Trends Reversal Conference. FORSCOM's Trends Reversal Program has four phases:

- (1) Trends Identification
- (2) Solution Development
- (3) Solution Assessment
- (4) Solution Implementation

**3-3. Gate Training Strategy**

Readiness training works best when individual, leader, staff, and unit building blocks within the organization achieve proficiency before moving to higher echelon training. Establish clearly defined, objective criteria that serve as "gates" to determine whether standards have been met. Units that meet the standards move to a more complex training level. Commanders will not deploy units to a combat training center (CTC) without completing the gates described in FORSCOM Regulation 350-1. The single most important goal of the gates training strategy is to maximize unit readiness in preparation for war. Combat training center (CTC) preparation is only one of the gates in the process of preparing for war. True readiness training can only be achieved when individual, leader, staff and unit building blocks within the organization achieve proficiency before moving to higher echelon training. This is accomplished by establishing clearly defined, objective criteria that serve as "gates" for providing feedback to commanders to determine whether standards have been met and if they have, send a clear signal to move to a more complex training level. The gates strategy is not simply conducting platoon lanes prior to company lanes, it is a multi-echelon approach to training that establishes specific gates for units, staffs, and leaders in training, external evaluations (EXEVALs), and certifications through a combination of field exercises, simulations, and live fires. These gates validate warfighting readiness for progression to the next level of training and, most importantly, prepare our soldiers for success. Certification programs are to be implemented and applied throughout your commands.

a. In addition to the training gates established by subordinate commanders in preparation for war, the following gates will be met prior to a unit deploying to a combat training center:

- Leader Certification (MDMP)
- Table VIII within six months of deployment
- Table XII within six months of deployment
- Co/Tm Fire coordination exercise (FCX)

- Co/Plt EXEVAL Force-on-Force
- Bn/TF Force-on Force (EXEVAL)

b. RC units will not deploy to a CTC without completing the established gates found in FORSCOM Regulation 350-2.

c. As FORSCOM transforms and fields units with new equipment, the system of systems and Unit Set Fielding (USF) concept is complimentary to the Gates Strategy. The system of systems and USF management process is a disciplined approach to modernizing units by fielding fully integrated unit sets of equipment in support of the Army Transformation Campaign Plan. The goal of the USF is to produce a unit with increased warfighting capability able to meet CINC war plan requirements. The USF window typically begins with the unit's reorganization to the Force XXI structure and ends with successful completion of gunnery table VIII.

(1) USF Certification definition: Unit commander's assessment that the unit can successfully execute its operational mission. Tasks required to complete certification are: qualification of gunnery table XII, evaluated platoon situational training exercises, and a Bn digital simulation exercise. These tasks must be performed within two months of closing of USF window.

(2) USF Validation Definition: Unit's next higher commander's assessment of unit's ability to perform its operational mission. Brigade or brigade combat team is required to successfully complete a rotation at a CTC within one year of closing unit's USF window.

**3-4. Weapons Proficiency and Qualification**

a. The single most important skill on the battlefield is the ability to place well-aimed fire on the target. Accordingly, Squad Live Fire Qualification and crew-served weapons gunnery training is the primary training event conducted during the year for our squads and weapons crews. In this regard, you must maximize available time and resources in the critical phase of pre-live-fire and gunnery training prior to arrival at the training site. Emphasize tough, doctrinally-based qualification ranges that challenge crews and squads to attain the highest standards. Platoon gunnery (Table XII) is the capstone event. Training and proficiency with each unit's assigned weapons is a command responsibility. The FORSCOM goal is to imbed quality small arms training into units. Commanders at all levels must include it as a primary training priority in their training programs. Unit commanders are responsible for ensuring that soldiers sustain fundamental shooting skills acquired in initial entry training.

b. Marksmanship training conducted within a unit must utilize DA Pamphlet 350-38 level training ammunition authorizations.

c. Commanders are required to achieve weapons standards IAW DA Pam 350-38, Standards in Weapons Training, (effective 1 Oct 01). This pamphlet is a living web-based document. The training programs called STRAC XXI strategies are updated as new TADSS, types or quantities of training ammunition are changed, new weapon systems are added, and when standards are revised. The web-based DA Pam 350-38 can be located at website, [www.atsc.army.mil/atmd/strac/index.htm](http://www.atsc.army.mil/atmd/strac/index.htm) or on the General Dennis J. Reimer Training and Doctrine Digital Library website, [www.adtdl.army.mil/atdls.htm](http://www.adtdl.army.mil/atdls.htm).

### **3-5. STRAC XXI Training**

a. STRAC XXI depicts strategies to support the way we train to fight today. STRAC XXI ensures commanders have the authority and flexibility for training design and decision-making. It maximizes the use of simulations to sustain baseline individual/crew proficiency and allows the commander to reallocate ammunition for collective training. STRAC XXI recognizes that units have individuals/crews with varying training needs and allows commanders several methods of qualifying/validating crews.

b. The STRAC XXI strategy approach provides the commanders a decision-making process, allowing calculated risks to be levied against the most experienced crews or unit demonstrated proficiencies.

c. Battalion, squadron, and higher level commanders will have the flexibility to qualify and validate crews using a mixture of live and virtual domains. These options will provide commanders the needed flexibility to execute training strategies regardless of current environmental issues or deployments. Commanders may decide only to use the live fire domain for training, but will lose the flexibility to shuffle ammunition into the collective training arena.

d. Decision points allow commanders to train/retrain crews based on their demonstrated ability. Commanders are authorized to keep the ammunition that was allocated by STRAC XXI, but not fired by crews who validated in the virtual domain. Commanders are authorized to use this ammunition to execute collective tasks not previously resourced.

e. See APPENDIX C for STRAC XXI matrix.

f. Commanders will program qualification firing for each individual soldier and crews assigned

a TOE/MTOE/TDA weapon in accordance with DA PAM 350-38.

g. Each soldier should zero with his assigned individual weapon within 30 days of assignment to the unit. Soldiers may not be deployed without current individual weapons qualification. Soldiers are responsible for weapons maintenance, not unit armorers.

h. Excess personnel will complete preliminary marksmanship training and qualify with the weapon assigned to the TOE/TDA position in which they perform duty within the training ammunition provided the unit by DA Pamphlet 350-38.

i. AR 350-1 paragraph 4-10a (5), exempts certain personnel from the requirement to qualify with small arms, however, commanders must still ensure that each soldier is capable of demonstrating reasonable competence with small arms annually within the training ammunition provided the unit by DA Pamphlet 350-38.

### **3-6. Physical Fitness**

a. Units will tailor their Physical Fitness Training (PFT) programs to meet their wartime mission needs as defined by the battle focus process and unit and individual METL tasks. While the APFT defines minimum standards, soldiers must be physically prepared for the rigors of non-stop Full-Dimensional Operations. This can only be accomplished through well-planned, prepared and executed PFT programs that challenge the soldier while holding his/her interest.

b. Programs will encompass total soldier fitness/wellness to include aerobic and anaerobic conditioning, weight control, promotion of a healthy lifestyle, control of stress, smoking cessation, etc. All soldiers and leaders will take part in their unit programs except where medical or remedial considerations require an individually tailored program.

c. Leaders must be trained in total fitness principles/techniques. While the Army is institutionalizing such training into officer and NCO courses at the training bases, commanders should make maximum use of Master Fitness Trainers (MFT) to provide the necessary expertise to develop well-rounded, innovative, and imaginative unit physical fitness training programs.

### **3-7. Common Military Training**

Common military training will be incorporated into unit training programs at the appropriate times throughout the training year. AR 350-1 identifies selected DA training requirements. There are no additional mandatory training requirements imposed

**FORSCOM Regulation 350-1**  
**25 October 2002**

by HQ FORSCOM other than those outlined elsewhere in this regulation.

**3-8. Army Training and Evaluation Program (ARTEP)**

a. The ARTEP is the primary training document for planning, conducting, and evaluating collective training and leader/command and staff training exercises. As a minimum, unit commanders will conduct and evaluate training on METL and critical METL supporting tasks to the established ARTEP standards under the stated conditions.

b. The ARTEP Mission Training Plans (AMTP) and Drills. Training will be conducted using the appropriate DA-approved AMTP. The MTPs contain mission outlines, situational and field training exercises (STX and FTX) and comprehensive detailed training evaluation outlines. Drill books contain DA standard methods for conducting crew and battle drills for squads, platoons, or equivalent units, and teams. They are the critical link between individual and collective tasks and should be trained frequently to ensure instinctive execution. Battle task analysis will drive selection of the drills to be trained.

c. Training and evaluation are inseparable. Evaluations can be informal or formal and internal or external.

(1) External Evaluation. Leaders conduct informal external evaluations during visits to training of subordinate units. Formal external evaluations are conducted by a higher headquarters designed to diagnose the state of training proficiency of a subordinate unit performing its assigned missions.

(2) Internal Evaluation. Informal internal evaluations are a function of unit leadership whenever training is conducted, i.e., squad leader checks vehicle PMCS. The unit commander, to learn the state of training proficiency of his unit, conducts formal internal evaluation. Internal evaluations show the commander the current status of his unit and the basis of remedial training. All field training should be internally evaluated.

(3) The key to effective training is comprehensive feedback in the form of either an informal on-the-spot critique or After-Action Review (AAR) and, if possible, immediate follow-on training to correct identified training weakness. Refer to FC 25-20, A Leader's Guide to After Action Reviews, for techniques on coaching and critiquing and how to conduct an AAR.

d. Formal Evaluation Frequency.

(1) Internal evaluation is a continuous process conducted by commanders and trainers within the

unit and should be a part of unit training programs throughout the year.

(2) The FORSCOM requirement for combat arms units is that squad through battalion level external evaluations to ARTEP standards will be administered at least once every 12 months by a unit at least one, and preferably two, echelon(s) above the unit being evaluated.

(a) To provide flexibility to plan a training strategy that meets the specific needs of each unit, division or equivalent commanders may grant exceptions to the 12 month frequency of external evaluation to ARTEP standard guideline.

(b) Units participating in an operational mission or trained at one of the CTCs may be granted credit for an external evaluation to ARTEP standards by division or equivalent commander. Commanders are responsible for separately evaluating those tasks on the METL that did not or could not be accomplished during the operation or at the CTC.

(c) Ideally, an external evaluation should be conducted early in a commander's tour. It will provide detailed evaluation feedback that will aid in developing the unit training program. Commanders are not required to assign a rating of satisfactory/unsatisfactory upon completion of ARTEP evaluation or report results to HQ FORSCOM.

(d) The first O-6 MP Commander in the peacetime directed training association will be the granting authority for exception to ARTEP frequency and credit for external evaluations, for TRADOC-based FORSCOM Combat Support MP Companies.

(3) The FORSCOM requirement for combat support and combat service support units is that all units will undergo an EXEVAL a minimum of once every 24 months as a minimum by a unit at least one, and preferably two, echelon(s) above the unit being evaluated. When circumstances prevent a formal EXEVAL a BCTC/WARFIGHTER may be used as an EXEVAL but must be augmented with external O/C coverage.

e. The ARTEP relationship to Unit Status Report (USR). Conducting training/evaluation under ARTEP does not change the guidance for determining unit training T-level for USR purposes. Performance during ARTEP internal/external evaluations is only one of many factors for determining the unit training T-level reported on the USR. See AR 220-1 for further details.

f. Modification of ARTEP. Major unit (div/bde/regt) commanders may modify or add locally fabricated ARTEP training and evaluation outlines to adapt to local conditions and requirements for special or contingency missions; however, units should train and be evaluated on appropriate METL

tasks and meet the minimum standards prescribed in the appropriate ARTEP.

### **3-9. Formal External Evaluation Guidelines**

Formal external evaluations to ARTEP standards must be thoroughly planned and comprehensively carried out. The following principles are useful in planning and conducting such evaluations:

a. The controlling headquarters will be at least one, and preferably two, echelon(s) above the unit being evaluated.

b. Unit observers/controllers (O/C) will be from other than the leaders and key personnel of the evaluated units. The primary consideration for selection of an O/C should be his professional and technical qualifications. It is critically important to have O/Cs that know the doctrine in detail. Observers/controllers must be experienced and thoroughly knowledgeable in the doctrinal field manuals.

c. The scenario of the evaluation exercise will include events that will ensure total evaluation of unit mission performance. Tasks evaluated will consist of unit METL tasks identified by the evaluated unit commander and his chain of command. Tasks included in the unit's METL, which do not have established training objectives, will be formatted into task, condition, and standard for training and evaluation.

d. External evaluation should be a minimum of 72 hours in duration. However, evaluation period may be adjusted based on the number of tasks required.

e. The FORSCOM minimum goal for completion of an external evaluation is completion of 80 percent of the evaluated unit's METL to established standards (Rated either "T" or "P").

f. The maximum number of authorized personnel and equipment will participate in the evaluation.

g. Evaluation of support units may be conducted at a level below battalion for units that normally require interaction with others for valid and realistic training. An evaluation team should be provided for each evaluated unit.

h. All organic sub-elements of an evaluated unit should participate concurrently. Evaluations should include all support functions required for operations in a field environment. The CS and CSS elements normally available to the evaluated unit in a combat situation should participate in the external evaluation.

i. During external evaluations, O/Cs at all levels should concentrate on identifying training strengths and weaknesses of the evaluated unit. The

detailed after-action report should specifically address training strengths and weaknesses observed during all phases in all units and sub-units evaluated. The ARTEP evaluation report should be in the hands of the evaluated unit commander within 15 days after the evaluation.

### **3-10. Training for Command Group and Staffs**

a. Training of commanders and staffs is an important component of unit training programs. Such training includes orders drills, TEWTs, simulations supported MAPEX, CPX, and CFX and is supported by OPP and NCO DP programs. Simulation supported training exercises should be a semi-annual training goal. Regardless of the mix and frequency of command and staff training exercises, command and staff proficiency is a prerequisite to more expensive field training exercises. Corps and corps equivalent commanders are responsible for ensuring effective command and staff training programs are established.

b. Command and staff simulations, JANUS, BBS, CBS, CSS/TSS and other simulations allow realistic, performance based command and staff training. Such training is available through installation Battle Simulation Centers (BSC). Unit commanders must coordinate with installation commanders who are responsible for managing BSC resources to allow all C2 units sufficient access to this resource.

### **3-11. Field Exercises**

a. Commanders should emphasize "basics first" in the selection of the most effective and efficient training events in their training program. Commanders should execute individual/leader tasks and drills to standard before integrating these skills under realistic conditions during FTXs. Basics first apply to higher-level leaders and staff as much as they do to small units and individual soldiers. When higher leaders and staffs are able to attain proper standards for their skills simultaneous with small unit training, then higher-level collective training to standard will be achieved faster.

b. Commanders should use a "crawl, walk, run" process to conduct unit training. Low cost and low-risk collective training events (Individual/leader tasks and drills) should be properly executed before moving to more complex collective training events.

c. Lane training is an excellent training concept which stresses "basics first" methodology. Lane training is a technique for training primarily company team-level and lower echelons on a series of selected METL soldier, leader, and collective tasks. It enables commanders to control tasks,

**FORSCOM Regulation 350-1**  
**25 October 2002**

conditions and standards during the training. Key to the successful conduct of lane training is that it must be planned, supported, managed, and resourced by a higher-level echelon to the unit being trained. For example, platoons would have their lane-training event planned, supported, managed, and resourced by their battalion commander. This allows the company commanders and platoon leaders to focus on execution of training to high standards. For more information, see TC 25-10, Leaders Guide to Lane Training.

d. The Training Execution Model is an 8-step model used as a tool by the training manager. The model provides leaders at all levels with a template to plan, execute and assess realistic training. Following the 8-step model results in training that is battle-focused, challenging, resourced, and executed in accordance with the commander's intent. Senior commanders should spot check throughout the training management cycle to teach, coach, and mentor their junior leaders through this eight-step model.

(2) Plan the training. This first step is the key to developing battle-focused training. Senior leaders should ensure junior leader's participation to assess and plan training because this gives them ownership of the training. Company training meetings should be used as the vehicle to accomplish this vital step.

(3) Train and certify leaders. Prepared leaders are critical to successful training. Leader training should be planned and resourced as a training event.

(4) Reconnoiter the training site. Trainers must ensure the training facilities support the plan. Training plans should be modified if they don't to avoid problems during execution and to effectively use limited resources.

(5) Issue the plan. Training plans must be battle focused and precisely layout responsibilities for trainers and trainees. Clearly defined commander's intent that provides the purpose of the training event allows maximum flexibility for trainer initiative.

(6) Rehearse. Rehearsals are essential to ensure trainers at all levels know the commander's intent, how he intends to execute the training, and what is expected of the trainers and trainees to minimize distracters at time of execution. Rehearsals, trainer certification, and reconnaissance of training sites should be on the training schedule and discussed at training meetings.

(7) Execute. Execute training as planned. Execution should be IAW the preset training goals and objectives. Commander oversight during this step ensures training conducted remains battle-

focused. Assessment is key during this step of the model.

(8) Conduct After Action Reviews. The most essential step is to provide feedback to the trainee. Feedback should focus on determining 'cause and effect' relationships, deviations from established standards, and what decisions were made and why. The trainer and trainee will then use this feedback to develop a plan and a contract on how to improve.

(9) Retrain. Training managers should build time into training events for retraining. Conduct retraining that is based on the feedback developed in the AAR. All tasks judged to be 'untrained' should be retrained immediately.

e. Field exercises at battalion and higher levels will emphasize combined arms training and will incorporate CS and CSS elements as much as possible. The FORSCOM minimum standard is to maintain battalion task force readiness commensurate with the authorized level of organization. Only when this is assured should commanders add higher echelon field training exercises.

f. Battalion task forces should train in the field in a structured, supported exercise several times each year. Brigades should conduct at least one multi-battalion exercise annually, to include appropriate support elements. Divisions should strive to get the whole division support base in the field with one or more combat brigades at least once each year. Brigade and division exercises should be carefully designed to ensure that good training will be conducted within the participating battalion task forces concurrently with the exercise of divisional CS and CSS units and systems. The FTXs should emphasize continuous day and night operations. Scenarios will be developed which expose both commanders and troops to stress and fatigue and which impose realistic demands on CA, CS and CSS units. A realistic dirty battlefield environment to include using smoke to simulate battlefield obscuration and employing NBC in both offensive and defensive operations should be integrated.

**3-12. Training Aids, Devices, Simulators, and Simulations (TADSS)**

a. Nothing will ever replace the high state of combat readiness gained from performance-oriented, hands-on training, however, with the escalating cost of training resources (i.e., ammunition, POL, repair parts, etc.), TADSS should be used to the maximum extent feasible to enhance unit training strategies. Information pertaining to the availability and use of TADSS, as identified in DA Pamphlet 350-9, can be obtained at the installation's Training Support Center (TSC).

b. Priority of TADSS Usage - Supporting installations will accord units priority in the use of training devices and simulation systems. Priority for TADSS items, including MILES, follows:

- (1) Units that are deploying to a CTC needing TADSS, including equipment to augment items to be issued at the CTC.
- (2) Units conducting train-up for CTC rotation.
- (3) Maneuver units conducting Situational Training Exercises (STX) or Annual Training (AT).
- (4) CS/CSS units conducting STX or AT.

### **3-13. Combined Arms Live Fire Exercises**

Live fire exercises through company team levels should be conducted annually. Live fire exercises will not be conducted for the primary purpose of a demonstration.

### **3-14. Night Operations**

a. The objectives of night operations are:

- (1) To develop squads, platoons, companies, and battalions into effective teams capable of performing the full range of combat missions during darkness.
- (2) To develop skill in the use of night vision devices and night firing proficiency with individual and crew-served weapons, to include the adjustment of fires, during darkness.
- (3) To develop, evaluate, and refine administrative and logistical procedures, techniques, and capabilities of CS and CSS units during darkness (i.e., resupply, evacuation, maintenance, and administrative services).

b. The formula for attaining viable night fighting capabilities is simple - lots of good practice. During platoon, company and battalion field training, a good share of unit maneuver should be at night with daytime used for preparation, reconnaissance, and assembly area activities, including rest. Attachment of the normal CSS slice to combat/combat support units conducting night training or reverse cycle training is encouraged.

### **3-15. Opposing Forces (OPFOR)**

Commanders will emphasize the use of OPFOR during field tactical training and evaluations for the necessary measure of realism that cannot be achieved through simulation. For aid in developing OPFOR training programs, contact CDR, 11th Armored Cavalry Regiment ATTN: AFZJ-AB-S, Fort Irwin, CA 92310-5000, DSN 470-5207/4350.

### **3-16. Air Defense Artillery**

a. Combat Arms Training. Divisional Short-Range Air Defense (SHORAD) units will integrate

training with combat arms units with support from combat support and service support units. Active and passive air defense, to include tracking and engagement of aerial targets with BSFV/Linebacker/Stinger, Avenger, automatic weapons, and small arms will be integrated where possible into field training exercises.

b. Identification Friend or Foe (IFF) training in SHORAD units.

(1) Train often on the very perishable skill of charging and programming the IFF system.

(2) Ensure the Moving Target Simulator reinforces IFF training of all Stinger personnel (not just skill level 1 and 2) aviation and USAF units. Use organic Mark XII IFF gear on the Avenger and GBS/LSDIS, and Stinger Tracking Head Trainer.

(3) Train with organic IFF equipment at the NTC.

c. Annual Service Practice (ASP).

(1) All ADA batteries will conduct live fire in accordance with DA Pam 350-38, Standards in Weapons Training. It is not necessary for all units to fire on the same exercise.

(2) Funding purposes, ASP is defined as ADA weapon system live fire conducted away from the unit's home installation.

(3) The FORSCOM units conducting ASP at Fort Bliss, USAACENFB Regulation 350-2 and 350-4 provide operation and support guidelines for conducting ASP. The regulations also provide evaluating checklists and rating schemes.

d. Joint Tactical Air Operations (JTAO) Interface training.

(1) JTAO Interface training educates joint warfighters in the employment and management of the interfaces and linkages between the Services' Command, Control, Communications, and Intelligence (C4I) systems involved in the support of theater air operations (including air defense and airspace management operations). Training is centered on Multi-Tactical Digital Information Links (TADIL) (i.e., Link-11, 11B, Link-16, Link-4A, etc) and Tactics, Techniques, and Procedures (TTPs) used to support Joint force employment. For detailed information see CJCSI 6240.01A. Additionally, the training includes the standardized message formats, such as U.S. Message Text Format (USMTF) to exchange C4I information in support of joint forces. This training is specified by MJCS-132-89, Training Responsibilities, for the JTAO Interface Program. The purpose of this training is to increase overall U.S. force combat readiness and capability and ensure that the increased combat capability afforded by the JTAO interface is effectively employed in joint military operations.

**FORSCOM Regulation 350-1**  
**25 October 2002**

(2) This training is applicable to ADA brigades, High-to-Medium Air Defense (HIMAD units), (Patriot Missile battalions), SHORAD units, Army Airspace Command and Control (A2C2) elements, and Battlefield Coordination Detachment (BCD). To participate in this training, these units will:

(a) Incorporate JTAO training and JTAO training materials in unit training programs.

(b) Participate in In-garrison Unit Training Program, as appropriate.

(c) Participate in Joint System Training Exercises (JSTE). (Patriot units will participate in Roving Sands in odd years and conduct a JSTE in even years).

(d) Conduct JTAO interface training during Joint Field Training/Readiness Exercises.

(3) The FORSCOM's JTAO Branch, AFOP-JT, is available to assist in implementing and coordinating JTAO Interface Training. The AFOP-JT will provide JTAO training material and copies of the JTAO training material and copies of the JTAO Interface Training (when approved) to appropriate units.

**3-17. Aviation**

See Appendix H for aviation training guidance and requirements.

**3-18. Military Police (MP)**

a. Training Associations. Due to the unique stationing of MP units, MP brigade commanders have the flexibility to establish battalion to company training alignments based on the commanders assessment, and unit stationing. FORSCOM G3/5/7 Plans Division and FORSCOM Provost Marshal review annually Echelons above Division (EAD)/Echelons above Corps (EAC) MP alignments and wartrace in conjunction with the Force Support Packages (FSP) and war plan management of change (MOC) windows. Corps will establish peacetime directed training associations originating at the MP brigade level to ensure proper planning and accomplishment of battle-focused training. These alignments will establish oversight for MP specific training, planning, METL development/ approval, training assistance, assessment, and technical MP doctrinal guidance. This does not grant additional operational control that is not currently established. However, this does extend the Corps MP brigade commanders training oversight to all FORSCOM MP units stationed on Corps Installations. The MP Brigade commanders will provide training guidance/direction, assistance, assessment/ evaluations (including ARTEP), and METL approval

for all Corps aligned MP units. Additionally, the following MP Brigade commanders have training oversight for the following FORSCOM MP units listed below.

**III Corps / 89th MP Brigade**

978<sup>th</sup> MP Company, Fort Bliss

**XVIII Corps / 16th MP Brigade**

519<sup>th</sup> MP Battalion, Fort Polk  
988th MP Company, Fort Benning  
463d MP Company, Fort Leonard Wood

b. Cardiopulmonary Resuscitation (CPR) Training. The garrison law enforcement function performed by FORSCOM MPs on DOD installations is an essential part of their unique mission. MPs are often "first responders" to medical emergencies. As a result, it becomes critical for MPs to possess basic life-saving skills to provide immediate assistance to victims until medical personnel arrive. The FORSCOM MP senior commander on all installations will certify MP soldiers in both adult and infant CPR before assigning them to garrison law enforcement patrols. The certification must be recognized by the American Red Cross.

**3-19. Operations Security (OPSEC)**

a. OPSEC Training. OPSEC training will be integrated into subjects to be addressed in the following order of priority:

(1) Signal Security. See Appendix I.

(2) Counter surveillance. See Appendix J.

b. OPSEC Surveys. Personnel who are members of OPSEC survey teams, whether as an additional duty or as part of their normal duties, will receive training in OPSEC surveys outlined in the JCS OPSEC Survey Planning Guide (U).

**3-20. Force Protection**

a. Force Protection (FP) is a comprehensive security program designed to protect soldiers, civilian employees, family members, facilities and equipment in all locations and situations. The FP program synchronizes the efforts of five security-related operations; law enforcement, physical security, information operations, combating terrorism and security of high-risk personnel (HRP). FP protects against a spectrum of threats from computer hackers to common criminals to terrorists using weapons of mass destruction.

b. FP is an inherent command responsibility and must be fully integrated into every unit's mission. The Army's Risk Management process provides the basic principles for FP planning and execution.

c. Exercise awareness, deterrent measures and access control in garrison. FORSCOM OPORD 01-2000 (Force Protection) contains specific training requirements for force protection in a garrison environment. Risk assessment is a continuous effort and must be a state of mind; develop a force protection mentality.

d. All units will have force protection as a METL task. In the field use the appropriate mission training plan and Field Manuals for including security operations during field exercises.

e. Garrison Antiterrorism Exercises. All FORSCOM AC units will conduct an annual antiterrorism exercise coordinated with their respective installation. This exercise will be robust, involve all staff agencies with identified responsibilities in the installations Terrorist Threat/Incident Response (TT/IR) plan, and be designed to validate the installation TT/IR.

### **3-21. NBC Defense and Smoke Training**

a. The FORSCOM NBC defense and smoke training goal is to prepare U.S. Army forces to survive and continue to operate effectively in an NBC and smoke environment.

b. Commanders should integrate battle task training in realistic battlefield NBC and smoke conditions whenever possible. The unit's ability to perform its Mission Essential Task List (METL) under NBC conditions is especially critical.

c. A key focus should be on collective NBC skills that include: reacting to and reporting NBC attacks, survey and monitoring of NBC hazards, and unit decontamination (operational and thorough). Refer to Paragraph 4-11, AR 350-1, for policy on Nuclear, Biological and Chemical Defense and Chemical Warfare Training.

d. Commanders should assess unit training readiness based on demonstrated proficiency to successfully accomplish unit and combined arms tasks in an NBC and smoke environment.

e. Key leader and staff NBC defense and smoke training can be significantly enhanced through the Battle Command Training Program (BCTP). BCTP seminars and WARFIGHTER exercises should drive requirements for staff planning/preparation, staff reaction to actual OPFOR NBC employment and continued unit operation in NBC and smoke environments in order to fully train unit leaders and staffs to survive NBC attacks and sustain effective combat, combat support, and combat service support in NBC environments.

f. Unit commanders should take full advantage of Combat Training Center rotations to fully exercise individual and unit collective NBC defense skills and

demonstrate unit proficiency in realistic battlefield NBC and smoke environments.

g. The unit (company, battery, or troop) NBC defense officer, noncommissioned officer (NBC), and enlisted alternate must have successfully completed the NBC Defense Course program of instruction developed by the U.S. Army Chemical School. This course may be taken at area or post NBC schools. Under the Total Army School System (TASS) Plan, the USAR Combat Support Bde/Bns will provide NBC Defense and Smoke Training in their respective AOR. Chemical officers (Branch 74) or chemical NCOs (MOS 54B) are not required to be graduates of the NBC Defense course.

h. Separate platoons and detachments are not required to have an NBC Officer or enlisted alternate. The unit to whom these elements are attached is responsible for NBC defense training of all attachments.

i. Individuals will not hold NBC positions at two levels simultaneously, for example, an assigned BN NBC NCO will not also be appointed HHC NBC NCO. Appointment orders are not required, but recommended.

j. NBC Schools. The primary purpose of area NBC schools is to provide trained NBC personnel required by AR 350-1.

(1) Any FORSCOM unit commander may organize and operate an NBC school IAW AR 350-1, chapter 4.

(a) An annual needs assessment will be conducted by all schools in accordance with AR 350-1.

(b) Frequency of courses will be decided by local requirements.

(c) Commanders will coordinate with Installations to determine the required staffing for operation in accordance with the assessments above.

(2) The appropriate USAR Division (IT) is authorized to organize and conduct NBC courses in their AOR through the TASS School Battalions. Coordination is also accomplished through the Regional Coordinating Elements (RCE) in each region.

(3) Only the approved TRADOC (U.S. Army Chemical School) POI will be used for conduct of the NBC Defense Course. Additional Skill Identifiers (ASI) 3R/C will no longer be awarded.

(4) Area schools may also conduct specialized courses in radiological monitoring, decontamination, operation of chemical agent alarms, smoke operations, etc, to address specific units needs.

(5) Commanders will ensure personnel attend the area school closest to home station. Direct coordination for quotas and attendance is encouraged. Mobile Training Teams (MTT) from

**FORSCOM Regulation 350-1**  
**25 October 2002**

the proponent school or TASS School battalion should be used if distance between unit and TASS School Battalion is a prohibiting factor.

**3-22. Stability Operations - Peace Operations**

a. Forces Command units preparing for SASO deployment will design peace-support tasks, conditions, and standards for brigade-size units and below, and incorporate US Army and joint lessons learned from previous operations into training plans. In order to minimize the impact of training for Peace Operations on a unit's primary wartime mission, units will maintain focus on warfighting proficiency for as long as possible. Peace Operations training for all AC units will not commence earlier than 90 days prior to day of deployment to the culminating Pre-deployment Training Exercise and/or Mission Rehearsal Exercise (MRE). Two missions of peace operations are peacekeeping and peace enforcement which are defined as follows.

(1) Peacekeeping: The prevention, containment, moderation and termination of hostilities between or within states, through peaceful third-party intervention organized and directed internationally, using multinational forces of soldiers, police and civilians to maintain peace. They take place with the consent of all major belligerent parties.

(2) Peace Enforcement: Military operations by sea, air or land forces as may be necessary to maintain or restore international peace and security, whether or not the belligerents are consenting to the intervention.

b. Peacekeeping: Units selected for peacekeeping operations normally require between 4 to 6 weeks of specialized training. Unit training programs should include:

(1) Individual General Training.

- Individual weapons qualification (STRAC)
- NBC qualification
- Common task training
- SAEDA
- OPSEC
- Anti-fratricide
- Law of land warfare
- Code of conduct
- Family member assistance
- Call for MEDEVAC using standard 9 line

format

- Assess casualty and perform first aid for the eight assessment task

- Cold/hot weather injury prevention
- SRP (Soldier Readiness Processing)
- Hazardous Material Training
- MOS Qualification

(2) Individual theater specific training.

- Media awareness
- Country orientation
- Anti-terrorism/force protection level 1, category 2 pre-deployment awareness training in accordance with DOD 2000.16.

- Driver training and licensing. Mandatory for all soldiers (civilian only if duties require).

- Mine awareness
- Recognize a minefield
- React to mine strike mounted and dismounted

- Self-extract from minefield mounted and dismounted.

- Apply rules of engagement to a given situation.

- Force protection.
- React to direct fire.
- React to indirect fire.
- Personnel search
- Vehicle search

(3) General collective

- Crew served weapons qualification
- Platoon gunnery qualification in accordance with service guidelines

- Combat life saver (one per squad or vehicle)
- Base and perimeter defense.
- Maneuver unit specific training.

- Squad fire coordination exercise (mounted and dismounted for every patrolling elements irregardless of MOS or unit type.

- Attack
- Defend
- Conduct movement to contact
- Secure down aircraft

(4) Theater specific collective training.

- Checkpoint operations
- Quick reaction force mission
- Weapons storage site inspections
- React to unauthorized training and or weapons.
- Displaced persons resettlement
- Conduct /escort convoy
- Secure a route
- Conduct presence patrol
- Establish and operate a checkpoint
- Establish and operate an observation post
- Non-lethal weapons employment
- Search a building
- Process captured documents and equipment.
- Handle capture insurgents and belligerents.
- React to bomb threat or car bomb.
- React to civil disturbance
- Cordon and search
- Apprehend and detain non-combatants
- Protect non-combatants and facilities.

(5) Leader orientation training.

- Deployment exercise.
- Apply rules of engagement to a given situation.
- Mass casualty evacuation.
- Non-lethal weapon capabilities and employment
- Risk assessment and risk management.
- Political and military seminar.
- Enemy intelligence summary.
- Title X and chain of command flow briefing.
- Command post exercise.
- Air ground coordination exercise.
- Negotiation techniques.
- Relief in place.
- Fratricide prevention.
- Apply rule of engagement and graduated response matrix to mission planning.
- Protect the force.

Because a peacekeeping force may quickly lose its fighting edge, units should continue training on warfighting skills. This will enable units to be better prepared to transition from peacekeeping to peace enforcement operations.

c. Peace Enforcement: Peace enforcement forces will have to be trained differently than for peacekeeping operations. Peace enforcement missions are similar to actual combat missions but with tighter ROE. Unit training must be concentrated on platoon- and company-tasks. Peace enforcement operations normally involve more small unit operations than battalion-level or higher operations. Unit training programs should include all of the tasks listed for peacekeeping and include the following individual, collective and specialty tasks:

- UN Organization, Msns, & Background
- Customs & Basic Language Phrases
- Survival Skills
- Observation & Reporting Procedures
- Vehicle, Aircraft, Water Craft, Weapon, Uniform, & Insignia ID
- Field Sanitation
- Safety
- Stress Management
- First Aid & Evacuation Procedures
- Terrorism Prevention Skills
- Reaction to Hostage Situations
- Physical Security
- Peacekeeping Skills (Negotiation & Mediation)
- Land Navigation/Range Estimation
- RTO Procedures
- UN Reporting Formats
- Slingload Operations
- Mounted & Dismounted Patrolling
- TOC Operations

Patrolling in Urban Terrain<sub>2</sub>

Specialty tasks:

- Field Sanitation Specialist
- Generator Operator
- Vehicle Operator
- Mail Handler

d. Situational Training. Units will encounter situations during peace operations for which they are not normally trained. Commanders should develop situational training exercises (STX) to prepare their soldiers for unexpected problems. Commanders must prepare appropriate responses to situations for their soldiers that express the commander's intent for the operation. These responses should be turned into battle drills in order for the unexpected situations to become routine operations for the soldier. The following are examples of situations that can be used to develop STXs:

- Appeals are received for medical assistance.
- Civilian criminal is apprehended.
- Crowd mobs food distribution truck or center.
- Land mine is discovered.
- Sniper fires.
- Dead body is found.
- UN relief worker requests transportation on military vehicle(s).
- A soldier is taken hostage or kidnapped.
- Convoy encounters a belligerent checkpoint.
- News media arrive and begin asking questions of soldiers and photographing in the above situations.

e. Mission Rehearsal Exercise (MRE). All FORSCOM units deploying in support of Peace Support Operations will culminate their train-up with a full Mission Rehearsal Exercise (MRE). Each MRE will include detailed classroom and practical training on U.S. Rules of Engagement in addition to an individual and collective training program appropriate for the specific operational environment.

- All units deploying to the same tour of duty will participate together in the required MRE, along with the designated U.S. Task Force Commander.

- All MRE plans will be briefed by the appropriate force provider Corps Commander and approved by Commander, FORSCOM.

- Division and Corps Commanders will certify the overall readiness, including leadership structure, of their units ordered to Peace Support Operations (PSO) prior to deployment.

- In light of the condensed PSO training time, the MRE training site commander will implement a training philosophy that will validate units for deployment. To wit: lane training for companies and platoons, with focus on platoons; leader teach at the front end, explicitly down to squad level with evaluations from Observer/Controllers/Trainers.

**FORSCOM Regulation 350-1**  
**25 October 2002**

- Leader Teach will cover the context of the PSO mission (i.e., history of Area of Operations, terms of peace agreement, Rules of Engagement, mission, then provide training on leader skills like negotiating, Non-Governmental Organization integration, etc.).

- The Mission Rehearsal Exercise (MRE) lanes will certify the participating unit as either a go or no go on the given tasks. If the unit receives a no-go on the lane, lane trainers will make an assessment and recommend to the unit commander as to the level of unit retraining.

- Heightened Activity. The MRE scenario is developed along story lines based on current activity. It begins with Steady state operations which are replicated as a normal day in Bosnia or Kosovo and it gradually escalates to heightened activity with the injection of various violations and wild card events. Heightened activity is conducted during the midpoint of the MRE and is the most intense period of the MRE. The MRE ends with a return to steady state operations. Requests for exemption to MRE attendance are submitted two months prior to the MRE and/or no later than Flow Conference through a unit's peace time chain of command through the task force headquarters and corps force provider to Commanding General, Forces Command (ATTN: AFOP-TRO, 1777 Hardee Ave., S.W., Fort McPherson, GA. 30330-5000) for final decision.

**3-23. Maintenance**

a. Good maintenance is a basic part of good units, but it does not happen by accident. Equipment must be maintained to support training. Technical Manual (TM) 10/20 Preventative Maintenance Checks and Services (PMCS) are the single maintenance standard for the total Army. This standard applies in peacetime, in wartime, and when transferring equipment. The FORSCOM units and soldiers must train to maintain the PMCS standard. Maintenance training requires the same careful planning, resourcing, and aggressive action as other types of training. Field maintenance must be performed as needed, not deferred until return to garrison.

b. In order to ensure effective and efficient maintenance to support training, the Quality of Maintenance Strategy was formulated from many initiatives generated throughout FORSCOM. There are eight principles in this strategy:

- (1) Diagnosis fix vice replace
- (2) Discriminating oil analysis remediation
- (3) Better automation
- (4) Cost effective analysis, depot vs local
- (5) DOL/General Support Optimization

- (6) Innovative contracting
- (7) More reliable PMCS
- (8) Effective minor component maintenance

Discriminating oil analysis remediation translates into finding out precisely what is wrong before putting a major component into the depot system for repair that ties in with the first principle of diagnostics. Better automation means getting a handle on all major and minor components on the installation to ensure that readiness standards are maintained.

**3-24. Maintenance Unit Training**

a. The purpose of the training deployment to the Equipment Maintenance Center-CONUS (EMC-C), Camp Dodge, IA, is to improve the companies training readiness through multi-echelon technical training. This is a mandatory requirement for RC units, and a training opportunity for AC units. The company commander will determine and establish training goals for this deployment. The staff of the EMC-C will assist the commander in attaining those technical training goals consistent with Army Maintenance Doctrine, Doctrine for General Support (GS) Maintenance Company operation and the SOPs of the EMC-C. The GS maintenance units should train at Camp Dodge at a minimum of every four years. For assistance in scheduling training at Camp Dodge, call the Equipment Maintenance Center-CONUS at DSN 341-4536. Schedules are developed at least two years prior to training.

b. Non-divisional direct support (DS) maintenance companies may also deploy to the EMC-C for the purpose of improving the training readiness of those companies in the same manner specified for GS maintenance companies. The training focus for non-divisional DS maintenance companies at the EMC-C is toward Company Direct Support Maintenance Operations. Non-divisional DS maintenance company commanders utilizing the EMC-C will establish training goals for those deployments in the same manner specified for GS maintenance companies. While the focus is on non-divisional DS companies, the EMC-C will work with divisional DS companies on a case-by-case basis. Further information may be obtained by contacting FORSCOM Deputy Chief of Staff G4, AFLG-SMS, DSN 367-5612.

**3-25. Off-Post Training**

Commanders of AC units are authorized to schedule and conduct training on other installations or training areas to improve individual proficiency and unit effectiveness in varied environments. The following specific requirements apply:

a. All types of off-post training.  
(1) Training must have a direct and essential bearing on mission-related unit readiness.

(2) There must be responsiveness to assigned special mission and contingency plans.

(3) Ready reaction forces will not be moved away from home station without approval from HQ FORSCOM.

b. Except for off-post training at the NTC and JRTC, direct communication between CONUS installation commanders is authorized for joint use of training facilities.

c. All units and activities desiring off-post training at the NTC and JRTC will require approval on proposed activities and dates of desired usage from CDR, FORSCOM, ATTN: AFOP-TRC, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062. This requirement does not preclude informal coordination with NTC and JRTC for detailed planning.

d. Installation commanders are authorized direct communication with non-U.S. Army agencies for scheduling off-post training at other than U.S. Army controlled sites. Requirements for use of this type real estate will be coordinated with the appropriate district engineer office for acquisition under AR 405-10, paragraph 2-10.

e. The CONUS-based AC units desiring to conduct training in Alaska, Puerto Rico, Hawaii, or any other OCONUS area outside FORSCOM geographic limits will request approval for such training through CDR, FORSCOM, ATTN: AFOP-TR, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062.

### **3-26. Reciprocal Unit Exchange Training (RUET)** **See Appendix E.**

### **3-27. Joint Training Exercises (JTX)**

Policy and procedures governing planning and participation in JT's are in FORSCOM Regulation 350-5.

### **3-28. Deployment Training**

a. As the heart of America's power projection army, it is critical for FORSCOM units to execute deployment training often and to standard. Deployment training for mobilization, as well as other contingencies, should be integrated into CA, CS, and CSS, and non-deploying installation support units' activities throughout the training year. Deployment training should include such events as: load planning, verification of Unit Movement Data (UMD) accuracy, alert procedures, SRP activities, rail/sea/air out loading, issue and receipt methods and

Reception, Staging, Onward Movement, and Integration (RSO&I) for Army War Reserve prepositioned equipment. Deployment training and procedures should be included during each unit movement and lessons learned dissemination after all training. FORSCOM Regulation 525-2, Emergency Deployment Readiness Exercises, provides a basis for testing plans and procedures for deployment of forces in support of contingency plans, OPLANS, and crisis situations.

b. Each company, battalion, or brigade with short notice emergency deployment contingency or wartime (M to M+30) will conduct an annual alert, assembly, and load out. An off-post deployment is not essential, but is desirable.

c. Whenever possible conduct SRP in conjunction with all off post exercises and deployments

d. All BN/BDE with CS/CSS slice will conduct an EDRE annually.

### **3-29. Training for Personal Readiness**

a. Commanders will conduct mandatory unit training as follows:

(1) Mobilization/deployment

(2) Training for Rear Detachment

Commander/Staff

(3) Annual education for all soldiers on the

family dynamics of spouse and child abuse, availability of prevention and treatment services, and the Army's policies regarding family violence.

(4) Financial Management training for soldiers at first duty station following Basic and AIT.

(5) Check Management

(6) Emergency Planning

(7) Retirement Planning

(8) Thrift Saving Plan

b. Commanders will ensure that unit commanders are briefed on Family Advocacy Program (FAP) within 45 days prior to or following assumption of command. This covers education regarding the FAP to ensure that commanders at all levels are aware of:

(1) The nature of spouse and child abuse and how to prevent

(2) FAP policies and procedures

(3) Available FAP services

(4) Command responsibilities for identification, reporting, coordination with the CRC

(5) Information on FAP prevention services

**3-30. Army Mobilization and Operations Planning and Execution System (AMOPES)**

AMOPES provides guidance to Army commands and agencies for strategic employment of Army forces, identifies AC and RC combat forces available to execute operational plans for regional contingencies, and establishes priorities for the apportionment of CS and CSS units in conjunction with existing operational plans. Additionally, it provides the deployment validation standards for the deploying units. In general, the training deployment validation standards for MTW include proficiency in specific CINC mission requirements and meet the appropriate T-Level in the unit status report as described in AR 220-1. For deployment validation purposes, the T-Level will include table 7-5, Training Level Validation. The unit's T-level will be the lower of T-METL or T-Days.

**3-31. Language Training**

Commanders will provide sufficient command emphasis and resources to ensure that all assigned linguists are trained to at least level 2 proficiency in their listening and reading skills and, for HUMINT linguists, speaking skills. Foreign language proficiency must be viewed as a readiness issue rather than as a low priority training problem. Linguists must be capable of performing their critical HUMINT and SIGINT duties immediately upon deployment. Commanders must develop an effective Command Language Program which supports the intensive training needs of all assigned linguists in both global and job specific language skills. The Total Army Language Program provides the resources needed to hire instructors, purchase language training aids and equipment, and provide immersion and refresher training opportunities.

**3-32. Training for Medical Personnel**

a. The FORSCOM Surgeon has staff responsibility for the conduct of medical training and ensuring all medical units and personnel are prepared to deploy and execute their mission. Additionally, the FORSCOM Surgeon will:

- (1) Develop, monitor and evaluate FORSCOM medical training strategy/requirements.
- (2) Conduct the annual FORSCOM Surgeons' Conference.
- (3) Provide the functional expertise for medical sourcing during the FORSCOM Semi-Annual Worldwide Training Conference.

b. Commanders, in conjunction with their Staff Surgeon and the Director of Installation Health Services, will ensure:

(1) Medical personnel have the tactical and technical proficiency necessary to survive and to provide life-saving medical support on the battlefield.

(2) Medical personnel (officer and enlisted) meet regulatory proficiency requirements and mandatory professional licensure requirements.

c. Corps Surgeons' Staffs will:

(1) Ensure that medical training requirements are integrated into the Corps Training Calendar.

(2) Ensure Army Medical Department (AMEDD) collective training is synchronized with the CSS training strategy.

(3) Participate in Corps level or equivalent "Warfighting Exercises".

(4) Manage the Corps Medical Professional Filler System (PROFIS).

(5) Monitor conduct of medical training.

d. The FORSCOM Medical Collective Training Strategy addresses the full spectrum (including Homeland Security) of required medical skills to conserve the health and to provide life-saving treatment for our soldiers on the battlefield. Medical Collective Training is the Commander's tool to ensure their medical units are fully mission capable across the entire spectrum of potential employment. Every Medical Brigade or MTOE Hospital Commander will receive an external evaluation to ARTEP standard during their command. The FORSCOM goal is that every AC and FSP1 RC MTOE hospital commander will command a multi-functional medical task force at a Joint Readiness Training Center (JRTC) rotation. Participation in the following Medical Collective Training events provides the means to accomplish this training strategy.

(1) Army Trauma Training Center rotation

(2) Army Medical Department Exercise

(AMEDDEX)

(3) Golden Medic Exercise

(4) Corps Warfighter Exercises

(5) Joint Readiness Training Center (JRTC)

rotations

(6) National Training Center (NTC) rotations

(7) Regional training Site-Medical rotations

(8) Joint Exercises such as Roving Sands,

Bright Star, and Cobra Gold

(9) Overseas for Deployment Training (ODT) (humanitarian missions)

(10) Consequence Management exercises

e. Medical Proficiency Training (MPT) is the key means for ensuring enlisted medical personnel sustain their critical individual medical skills. All 91-CMF soldiers (Private-Staff Sergeant) are the target group for training. Sergeant First Class and above are encouraged to attend when applicable

organic to divisions, separate brigades, or separate medical units will participate in an organized MPT program at their installation Medical Treatment Facility (MTF). The training period is 45-90 days annually with the first 30 days conducted continuously and the remaining conducted in increments on a quarterly basis. The context and implementation of this training program is the responsibility of the senior FORSCOM medical officer at the installation and must be coordinated with the senior Installation Army Medical Command commander. Unit commanders are required to report the status of MPFT in the unit's quarterly training briefing.

f. FORSCOM's Professional Filler System (PROFIS) training guidance is that every PROFIS soldier will participate in an annual individual/collective training event with their designated unit. The FORSCOM Surgeons' Staff is responsible for managing the PROFIS requirements and processing PROFIS support requests.

g. Medical functional training is necessary for the proper mentoring and training of Army Medical Department (AMEDD) personnel. The Annual FORSCOM Surgeons' Conference and other MACOM medical workshops are the primary vehicles for ensuring this type of training takes place. In addition, the AMEDD has instituted other mandatory training programs under the auspices of the Army Medical Department Center and School. Commanders at all levels are expected to provide funding and/or other resourcing for these training programs.

### **3-33. FORSCOM Petroleum Training Module (FPTM), Joint Training Module (JTM) and U.S. Army Coastal Water Training Site (USACWTS)**

a. Forces Command G4 serves as the Army Executive Agent for POL and Water Training; the 49th QM Group, Fort Lee, VA serves as FORSCOM's Executing Agent.

b. Training is scheduled in two-week increments and is conducted by a civilian contractor(s) at Fort Pickett/Story VA. The training cycle for the FPTM is from April through October and the USACWTS conducts training April through November. The 49th QM Group is responsible for establishing unit rotation schedules for the Water/POL training sites and confirming unit rotation schedules at the Pre-Camp conference held annually at Fort Story/Pickett.

c. The FPTM and JTM was established at Fort Pickett, VA for Quartermaster (Petroleum Pipeline and Terminal Operation) and Engineer (Petroleum Pipeline Construction) Companies to provide a

means for FORSCOM units to train on the Inland Petroleum Distribution System (IPDS). The IPDS is an operational project stock and not issued to units as organic equipment.

d. The JTM is stored at Fort Pickett and is available upon request to support major exercises. The JTM provides the necessary Petroleum equipment that will typically represent the majority of missions where IPDS will be deployed. Army Petroleum Units must submit a request to the 49th QM Group for use of this equipment. Normally, exercise funding will be programmed to pay the costs associated with the loan, use, repair and return to package configuration. Programming these funds is outlined in AR 350-28.

e. Forces Command provides water purification training at the USACWTS at Fort Story, VA. This site provides specific training opportunities at a surfside location for the MOS 77W Water Purification Specialist. Training is also available on the 600 GPH ROWPU, Tactical Water Distribution System, Storage and Distribution System. Additional training of the 63J Chemical and Quartermaster Equipment Repairman is provided to enhance and improve MOS skills on the 3K ROWPU, 600 GPH ROWPU, 125 GPM Pumps, 350 GPM Pumps, Hypochlorinators, 30KW and 60KW Generator Set.

f. Mobile Training Team(s) (MTT) can be contracted upon written request. Units desiring the MTT are responsible for providing specific Statements of Work and funding support to their supporting contract office. Training available through the MTT include specialized home station and assistance training for the 77W, 63J and 92Y, environmental training using the Multi-Functional Modular Fluid Filtration System (MMFFS) and Reticulated-Electro Chemical Oxidation Paks (RECOR PAKS), operation/ maintenance on the military Water Purification Units (ROWPU), Storage and Distribution Systems. Further information and draft statements of work may be obtained by contacting U. S. Army Forces Command, AFLG-SMS, DSN: 367-5370/6703.

### **3-34. Training for Contingency Contracting Personnel**

a. Contingency Contracting is a critical combat support multiplier for the war-fighting commander. According to FM 100-10-2, Contracting Support on the Battlefield, "Contingency contracting is the process by which essential supplies and services needed to sustain deployed forces are obtained on behalf of the U.S. Government. It includes emergency contracting in the continental United States (CONUS) or outside the continental United

**FORSCOM Regulation 350-1**  
**25 October 2002**

States (OCONUS) for those requirements necessary to support mobilizing and deploying units.” Contingency Contracting Officer (CKO) denotes both commissioned and non-commissioned officers performing contingency contracting duties unless otherwise noted. The military contingency contracting officers assigned to FORSCOM focus primarily on training and preparing to deploy worldwide to accomplish contingency missions. A key aspect of this concept is the role of the Installation Directorate of Contracting (DOC) and Contracting Commands in the training of the CKOs assigned to FORSCOM. FORSCOM Contracting Information Letter (CIL) 00-23 provides further guidance and a recommended training program that will serve as a sample plan for attainment of required training courses and contracting experience.

b. Training of CKOs: Realistic and effective training of all assigned contingency contracting officers is critical to their preparation for mission performance. When not deployed, CKOs will work in the DOCs to train and learn the skills necessary to perform independently as contracting officers during deployments. Upon notification for deployment, CKOs will be tasked-organized to support assigned missions. This task organization can be based on many different scenarios; typically CKOs will be consolidated at Corps or Theater level in a general support role to the entire force. However, other scenarios may require the CKO to deploy alone in support of smaller operations in remote, isolated locations. Training plans for CKOs should ensure adherence to the following principles:

(1) In an attempt to keep an adequate pool of qualified deployable CKOs, the training program must be geared to accommodate early warranting and certification of officers if necessary; i.e., complete all schools and training necessary for simplified purchases warrant first. Past history and current operations show that the bulk of contingency contracting procurements are made using Simplified Acquisition Procedures (SAP).

(2) Training in the DOCs must be performance oriented - not time based. The time a CKO spends in any particular section should depend on the individual CKO and his ability to grasp the concepts and procedures of that particular section.

(3) On-the-job training (OJT) in the DOC is an important component of the training program; however, CKOs must be assigned tasks which will specifically prepare them for contracting under contingency operations.

(4) Deployment on contingencies, in Operations Other than War (OOTW), training exercises, humanitarian operations, etc., must be an

integral part of the training plan. This is where the CKOs really learn contingency contracting. It is extremely important that they be given the opportunity and highly encouraged to deploy on these exercises.

c. A model Individual Training Plan (ITP) (See Appendix B) documents the training agreement and outlines a recommended program of training for CKOs. This document delineates responsibilities, identifies the training periods, and outlines in detail the formal and informal training agenda, which ultimately leads to the appointment of the CKO as a warranted Contracting Officer. The ITP is a mandatory requirement for the training of all FA51 officers and ASI G1 NCOs. In addition to the ITP, all CKOs must have an approved Automated Individual Development Plan (IDP) submitted. This is extremely important since the IDP is the instrument used to schedule personnel for attendance at Defense Acquisition University Classes.

**3-35. Training for Active Component Unit Ministry Team (UMT) Personnel**

a. The FORSCOM Chaplain has staff responsibility for training and preparing UMTs for mobilization and deployment. Additionally, the FORSCOM Chaplain will:

(1) Develop, monitor, and evaluate training requirements for Active Duty, ARNG, and USAR chaplains and chaplain assistants.

(2) Implement, monitor, and evaluate the FORSCOM responsibility for UMT Training.

(3) Conduct the mandatory Annual FORSCOM Senior Leaders' Training.

(4) Conduct the annual Chaplaincy Regional Sustainment Training (CREST).

(5) Conduct annual mobilization training.

(6) Conduct Contingency Force Pool (CFP) Individual Mobilization Augmentee (IMA) training.

b. Commanders, in conjunction with Corps, and Division Staff Chaplains, ensure that UMTs have the tactical and technical proficiency necessary to provide religious support on the battlefield. Commanders also have responsibility for ensuring that chaplains and chaplain assistants have proper training and equipment to carry out their mission both tactically and in the garrison environment.

c. Commanders at every echelon will incorporate CREST in the Command Plan and fund chaplain and chaplain assistant attendance.

d. Chaplain Professional Development Training. Commanders are responsible for supporting and resourcing training, which builds on previously acquired skills that equip chaplains to

function as professional clergy. The Department of the Army Chief of Chaplains mandates this training.

e. **Spiritual Fitness Training.** The Spiritual Fitness Training Program of the Army addresses the full spectrum of moral concerns involving the profession of arms and the conduct of war. The program focuses on national values and distinctive Army core values. Spiritual Fitness Training is the Commander's tool to address ethical and spiritual issues which positively or negatively affect command climate. Examples of Spiritual Fitness Training include: suicide prevention awareness training, sexual harassment prevention training, family life ministry, multi-cultural ministry training, stress management and counseling, ethics training, world religions training and religious education. The following principles must always be inherent in Spiritual Fitness Training:

(1) The Commander is responsible for providing the necessary resources that will enable the unit chaplain(s) and chaplain assistants to conduct this type of training.

(2) The Chaplain is the Commander's staff officer responsible for conducting the program.

(3) The Unit Training Officer has the responsibility of ensuring that Spiritual Fitness classes are integrated into the training schedule.

(4) Chaplains and chaplain assistants should attend their units' Quarterly Training Brief.

f. Chaplain functional and senior supervisory training is necessary for the proper mentoring and training of subordinate chaplains and chaplain assistants. The Annual FORSCOM Chaplain's Senior Leader Training Program and the Chief of Chaplains Annual training events (see 3-35a) are primary vehicles for ensuring that this type of training takes place. In addition to these DA and MACOM training opportunities, the Chaplaincy has instituted other mandatory training programs at the Army Chaplain Center and School such as the Division, Installation, Training Manager, Resource Manager and Pastoral Coordinator Courses. Commanders at all levels are expected to provide funding and/or other resourcing for this training.

g. The FORSCOM Chief UMT NCO, in coordination with Installation Chaplain Assistant supervisors, ensures proper training of battle tasks necessary for UMT survivability and mobility on the battlefield. The fundamentals of chaplain assistant training are:

(1) The MOS 56M requires skills in combat survival, human relations, administration, funds management and specialized support operations at battalion, brigade, division, and corps.

(2) Chaplain Assistant training is mission directed and provides the skills and knowledge necessary to function successfully in positions requiring progressively greater responsibility.

(3) Chaplain Assistant training complements chaplain training so that UMTs at all levels are equipped to accomplish appropriate parts of the Chaplaincy's mission.

(4) Chaplain Assistant UMT Training is conducted by units, installations, MACOMs and the OCCH to meet changing mission requirements. A minimum of eight hours per month of MOS specific and/or professional development training, in addition to unit training is required.

h. Since doctrine requires the UMT to operate uniquely in contingency operations, chaplain and chaplain assistants will be trained and licensed to operate tactical vehicles.

i. Joint training for UMT missions in the Joint Operations environment will be encouraged. Commanders of Joint Commands are responsible for determining requirements for UMT joint training and ensuring that their requirements are submitted to the Services and Joint Staff. The requirements are submitted to FORSCOM and tasked to subordinate elements. The FORSCOM Chaplain, in conjunction with CONUSA, STARC, and USARC Chaplains and the Office of the Chief of Chaplains (OCCH), will work to ensure the communication of opportunities for quality UMT training in Joint Operations environments.

### **3-36. Equal Opportunity Training**

a. Commanders will conduct mandatory unit EO/Sexual Harassment training quarterly. As a minimum, two of the quarters will consist of Prevention of Sexual Harassment training (POSH).

b. Each quarters training will be documented on the unit's training schedule and on individual soldier records. Documentation must include type of training, instructor, date, time and length of training, roster of attendees, and issues covered in the session. DA Pam 350-20, Unit Equal Opportunity Training Guide, and TC 26-6, Commander's Equal Opportunity Handbook are tools that may assist commanders in developing required training.

c. The other two quarters will consist of training that is interactive, small group and discussion based, and can focus on, but not limited to, these topics:

- Issues of local or Army-wide importance and that require special emphasis and attention by unit commanders.

- Objectives of the Army EO program.

**FORSCOM Regulation 350-1**  
**25 October 2002**

- Army and local command policies on EO issues.

- Objectives of Affirmative Action Plans (AAPs).

- Indicators of EO problems (appropriate behaviors).

- The impact of discrimination on mission accomplishment.

- EO complaint procedures and the EO complaint system.

- Identifying, preventing, and eliminating racial and ethnic discrimination and sexual harassment.

- Individual responsibilities concerning equal opportunity and the prevention of sexual harassment.

- Communicating across differences.

- Unit climate assessments.

d. The chain of command (Commanders, First Sergeants, civilian supervisors, and others) will be present and participate in unit EO sessions. EOA's will also attend and participate in all EO training.

e. Consideration of Others (CO2) program will be implemented down to company level units throughout each command. Unit CO2 programs will be patterned after the Military District of Washington's CO2 program. Key focus areas to be assessed:

- Ethical Development - Individual & Organizational

- American Military Heritage

- Quality Individual Leadership

- Team Building

- Equal Opportunity

- Gender Issues

- Family Concerns

- Health, Safety, and Drug & Alcohol Abuse

f. Commanders will brief the following at the Quarterly Training Brief (QTB)/Yearly Training Brief (YTB).

- Type and dates of human relations training conducted by the unit since last QTB/YTB.

- Type and dates of human relations training scheduled for the unit before the next QTB/YTB.

- The number of EOAs/EORs required, authorized, on hand and the training they have completed or scheduled prior to next QTB/YTB.

Date last command climate survey conducted and date next command climate survey scheduled.

### **3-37. Specialized Training**

Appendixes D-J provides direction on specialized training for FORSCOM units. Specifically, the appendixes include guidance on airborne/air movement training, air-ground operations training,

electronic warfare, special environmental training (jungle).

### **3-38. Amphibious Training**

Amphibious training is available for those units and individuals requiring it, IAW AR 350-1, Chapter 4. Requests for this type of training should be forwarded through the chain of command to HQ FORSCOM, ATTN: AFOP-TR, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062.

### **3-39. Reserve Component Training**

Policy and procedures governing RC Training are in FORSCOM/ARNG Regulation 350-2.

### **3-40. Joint Forces Training**

Forces Command provides Army units to support combatant CINCs. It is responsible for providing Training Readiness Oversight for Army units (both Active Component (AC) and Reserve Component (RC)) within the continental United States. It provides trained and ready units to supported CINCs by scheduling and assessing component Mission Essential Task List (METL) training for AC and RC units. Forces Command selects units for joint training based on Operations Plans (OPLANS) and schedules units on its five year Exercise Schedule. Current missions, scheduled exercises and simulation exercises are the methods that FORSCOM units get training in the joint arena.

### **3-41. Echelons Above Divisions and Echelons Above Corps (EAD/EAC) Training**

Commanders will provide their AC EAD/EAC echelons opportunities for formal evaluations and routine training that are rigorous and battle focused. As a minimum evaluations will be provided for the battle staffs of participating EAD and EAC O6-level commands for all Warfighter EX (WFX). In addition, special training events will provide periodic training opportunities for the following:

(1) Patriot Units:

a. Roving Sands in odd years

b. JSTE in even years

(2) Med BDE/GRP: AMEDEX at Fort Sam Houston with respective cells from Corps to drive tactical realism on a bi-annual basis.

(3) Corps Attack Aviation Training Programs for Corps Attack Helicopter Battalions will culminate in a biannual, joint force-on-force and live-fire exercise at the Deep Attack Center of Excellence (DACE) or NTC until the DACE is established. These exercises are scheduled during the FORSCOM WWTSC and will include doctrinal DOCC/FECC,

artillery, intel, SEAD, and USAF participation in both live and constructive environments. Corps Commanders will structure home station training programs that facilitate these “graduation” exercises.

(4) All others. Corps Commanders shall endeavor to develop similar events for other Separates in the Corps and Division troops. Report back on how FORSCOM can leverage the joint and TRADOC communities to support in limited training events for supported commands.

(5) Reference Appendix K for EAD/EAC training matrix.

**APPENDIX A**  
**References**

<b>AR 5-13</b>	Training Ammunition Management System	<b>AR 608-1</b>	Army Community Service
<b>AR 59-4</b>	Joint Airdrop Inspection Records/Malfunction Investigations and Activity Reporting	<b>AR 608-18</b>	Family Advocacy Program
<b>AR 59-9</b>	Special Assignment Airlift Mission Requirements	<b>AR 380-28</b>	Department of the Army Special Security System
<b>AR 105-2</b>	Electronic Countermeasures (ECCM), Electronic Warfare Susceptibility and Vulnerability	<b>AR 380-40</b>	Policy for Safeguarding and Controlling COMSEC Material
<b>AR 105-3</b>	Reporting Meaconing, Intrusion, Jamming, and Interference of Electromagnetic Systems	<b>AR 381-3</b>	Signals Intelligence (SIGINT)
<b>AR 105-5</b>	Electromagnetic Cover and Deception	<b>AR 381-12</b>	Subversion and Espionage Directed Against The US Army
<b>AR 105-86</b>	Performing Electronic Countermeasures in the United States and Canada	<b>AR 381-19</b>	Intelligence Dissemination and Production Support
<b>AR 115-10</b>	Weather Support to the US Army	<b>AR 381-20</b>	U.S. Army Counterintelligence (CI) Activities
<b>AR 165-1</b>	Chaplain Activities in United States Army	<b>(C) AR 381-141</b>	Intelligence Contingency Funds
<b>AR 190-40</b>	Serious Incident Report	<b>AR 385-40</b>	Accident Reporting and Records
<b>AR 220-1</b>	Unit Status Reporting	<b>AR 525-13</b>	The Army Force Protection
<b>AR 220-55</b>	Field Training and Command Post Exercises	<b>AR 525-21</b>	Battlefield Deception Policy
<b>AR 335-15</b>	Management Information Control System	<b>AR 525-22</b>	Electronic Warfare
<b>AR 350-1</b>	Army Training & Education	<b>AR 525-20</b>	Command and Control, Countermeasures (C3CM) Policy
<b>AR 350-10</b>	Management of Army Individual Training Requirements and Resources	<b>AR 525-25 (JAR)</b>	Responsibilities for Tactical Air Control Parties
<b>AR 350-28</b> <b>AR 350-38</b>	Army Exercises Training Devices Policies and Management	<b>AR 530-1</b>	Operations Security
		<b>AR 604-10</b>	Military Personnel Security Program
		<b>AR 614-200</b>	Enlisted Assignments and Utilization Management
		<b>DA Pam 351-4</b>	US Army Formal Schools Catalog

<b>DA Pam 350-9</b>	Index and Description of Army Training Devices	<b>FM 34-35</b>	Armored Cavalry Regiment and Separate Brigade IEW Operations
<b>FC 25-20</b>	Leader's Guide to After Action Reviews	<b>FM 34-36</b>	Special Operations Forces Intelligence and Electronic Warfare Operations
<b>FM 10-500-1</b>	Airdrop Support Operations in a Theater of Operations	<b>FM 34-37</b>	EAC IEW Operations
<b>FM 22-102</b>	Soldier Team Development	<b>FM 34-40 (S)</b>	Electronic Warfare Operations
<b>FM 23-9</b>	M16A1 and M16A2 Rifle Marksmanship	<b>FM 34-43</b>	RECCE-J Multiservice Procedures for Requesting Reconnaissance Information in a Joint Environment
<b>FM 24-2</b>	Spectrum Management	<b>FM 34-54</b>	Battlefield Technical Intelligence
<b>FM 24-18</b>	Tactical Single-Channel Radio Communications Techniques	<b>FM 34-60</b>	Counterintelligence
<b>FM 24-2</b>	Communications-Electronics Management System (CEMS)	<b>FM 34-80</b>	Brigade and Battalion IEW Operations
<b>FM 25-100</b>	Training the Force		
<b>FM 25-101</b>	Battle Focused Training	<b>FM 34-81</b>	Weather Support for Army Tactical Operations
<b>FM 31-20</b>	Doctrine for Special Forces Operations (U)	<b>FM 34-81-1</b>	Battlefield Weather Effects
<b>FM 34-1</b>	Intelligence and Electronic Warfare Operations	<b>FM 34-130</b>	Intelligence Preparation of the Battlefield
<b>FM 34-2</b>	Collection Management and Synchronization Planning	<b>FM 55-9</b>	Unit Air Movement Planning
<b>FM 34-2-1</b>	TTP for Reconnaissance and Surveillance and Intelligence Support To Counter-Reconnaissance	<b>FM 55-10</b>	Movement Control in a Theater of Operations
<b>FM 34-8</b>	Combat Commander's Handbook on Intelligence	<b>FM 55-12/AFM 76-6</b>	Movement of Units in Air Force Aircraft
<b>FM 34-10-2</b>	Intelligence and Electronic Warfare Equipment Handbook	<b>FM 57-220</b>	Static Line Parachuting Techniques and Training
<b>FM 34-25-1</b>	Joint Surveillance Target Attack Radar System	<b>FM 71-100</b>	Division Operations
<b>FM 34-25-3</b>	All Source Analysis System (ASAS) and the Analysis and Control Element (ACE)	<b>FM 100-5</b>	Operations
		<b>FM 100-7</b>	Decisive Force: The Army in Theater Operations
		<b>FM 100-15</b>	Corps Operations

**FORSCOM Regulation 350-1**  
**25 October 2002**

<b>FM 100-16</b>	Army Operational Support	<b>STP 21-1-SMCT</b>	Soldiers Manual of Common Tasks Skill Level 1
<b>FR 37-2</b>	Parachute Duty Position Authorizations	<b>STP 21-24-SMCT</b>	Soldiers Manual of Common Tasks Skill Levels 2-4
<b>FR/ARNG 350-2</b>	Reserve Component Training in America's Army	<b>TC 5-400</b>	Unit Leader's Handbook for Environmental Stewardship
<b>FR 350-4</b>	Active Component/Reserve Component Training Association Program	<b>TC 25-10</b>	Leaders Guide to Lane Training
<b>FR 350-5</b>	Joint Training Exercises	<b>TC 31-19</b>	Military Free-Fall Parachuting Tactics, Techniques, and Procedures
<b>FR 525-2</b>	Emergency Deployment Readiness Exercise (EDRE)	<b>TM 10-500-7</b>	Airdrop of Supplies and Equipment, Airdrop Recovery Procedures
<b>DA PAM 350-38</b>	Standards in Weapons Training	<b>ACCR 55-18</b>	Tactical Demonstrations, Aerial Reviews, Static Displays
<b>DOD 4515.13R</b>	Air Transportation Eligibility	<b>ACCR 55-26</b>	Joint Live Fire Training Operations--Tactical Fighter/Reconnaissance/Airlift/Special Operations
<b>DOD Directive 5210-70</b>	Cryptologic Training	<b>ACCR 55-44</b>	Tactical Air Control System (TACS) Surveillance and Control of Tactical Air Operations
<b>DODPM</b>	Department of Defense Military Pay and Allowances Entitlements Manual	<b>ACCR 55-45</b>	Air Force Component Headquarters and Tactical Air Control Center Operations
<b>JCS MOP 2</b>	Implementation Procedures for the Agreement Between the United of States and Russia on the Prevention Dangerous Military Activities	<b>ACCM 55-46</b>	Tactical Air Control System (TACS) Direct Air Support Center/Tactical Air Control Parties
<b>JCS Pub 1</b>	Dictionary of United States Military Terms for Joint Usage (Short Title: JD). Conduct of Live Fire Phases of Joint Training Exercises. Standing Operation Procedures for Joint Operations and Training Exercises.	<b>ACCM 55-60</b>	Tactical Air Control System (TACS) Tactical Control
<b>JCS Pub 3.0</b>	Doctrine for Joint Operations	<b>ACCP 55-51</b>	Tactical Air Control Party Handbook
<b>Joint Pub 4.04</b>	Mobility System Policies, Procedures and Considerations	<b>ACCP 50-20/TRADOC TT 17-50-3</b>	Joint Air Attack Team (JAAT) Operations, 30 April 1979
<b>MJCS-132-89</b>	Training Responsibilities for the JTAO Interface Program	<b>ACCP 50-22/TRADOC TT 6-20-7</b>	Forward Air Controller/Fire Support Team (FAC/FIST) Operations, 29 June 1979
<b>NSA/CSS Circular 40-1</b>	Cryptologic Training	<b>AFM 2-50</b>	Doctrine For Joint Airborne and Tactical Airlift Operations

**AFM-67-1** USAF Supply Manual

**AFR 205-1** Information Security Program

**Federal Avn  
Reg, Vol 6  
Part 105** Parachute Jumping  
(Available through  
Government Printing Office)

**AFM 75-1** Transportation of Material

**AMCR 3-3** Combat Control Team Operations  
and Procedures

**AMCP 50-13** Training AMC Affiliation Program

**AMCR 55-25** Airlift Control Element (ALCE)

**AMCR 55-141** C-141 Strategic Airlift Operations

**Other required manuals:**

**AMCR 55-2** C-5 Airlift Operations

**To 1C-5A/8-9** Loading Instructions  
(C-5A)

**To 1C-141B-9** Loading Instructions  
(C-141)

**To 1C-130A-9** Loading Instructions  
(C-130)

## **APPENDIX B**

### **Contingency Contracting Officer, Individual Training Plan (ITP)**

1. Name of Officer/NCO \_\_\_\_\_
2. Date Plan started \_\_\_\_\_
3. Position: Contingency Contracting Officer/Procurement NCO
4. Purpose. To provide intense, systematic and performance oriented training for contingency contracting officers and NCOs to allow them to demonstrate their competence on the critical tasks required by a deployed contingency contracting officer in support of contingency, peace keeping, and humanitarian operations; training exercises and other operations Other Than War (OOTW).
5. Concept. The progression of the CKO through this program is performance based. The length of time required will vary depending on previous experience, courses completed prior to starting the program, and training distracters. The Installations DOC's Purchasing, Contracts, and Contract Administration Divisions will conduct most of the training IAW this ITP. Specialized contingency contracting training which prepares a CKO to contract OCONUS, in a contingency environment, will be conducted by the Contingency Contracting section during specialized training time determined by the section chief. Part of this training program is performing contracting missions in a deployed environment.
  - a. Phase 1. Complete required Defense Acquisition University (DAU) courses listed below, demonstrate mastery of the tasks listed below, and be warranted to execute contractual documents within the simplified acquisition threshold, and unlimited authority to issue delivery orders against existing contracts.
  - b. Phase 2. Complete required DAU courses and demonstrate mastery of the tasks required to be Level 2 Certified and warranted to execute contractual documents up to \$500,000.
6. The CKO will successfully complete the following DAU courses as part of Phase 1. Procurement NCOs only take course designated by asterisks.

	Date Completed
a. Basics of Contracting (CON 101)*	_____
b. Principles of Contract Pricing (CON 104)*	_____
c. Government Contract Law (CON 210)	_____
d. Contingency Contracting (CON 234)*	_____
e. Simplified Acquisition Procedures (CON 237)*	_____
7. The CKO will successfully complete the following DAU courses as part of Phase 2.

	Date Completed
a. Intermediate Contracting (CON 202)	_____
b. Intermediate Contract Pricing (CON 204)	_____
8. RESPONSIBILITIES
  - a. Director of Contracting.
    - (1) Exercises overall responsibility for the training and development of the military officer and NCO.
    - (2) Approves the ITP. Reviews semiannually.
  - b. Division Chiefs.
    - (1) Assign tasks to facilitate CKO's successful performance of the tasks listed in this plan.
    - (2) Monitor the officers/NCOs progress.
  - c. DOC Training Coordinator. Request, prepare and schedule school quotas.
  - d. CKOS.
    - (1) Master tasks and successfully completes DAU courses IAW this plan.



**FORSCOM Regulation 350-1**  
**25 October 2002**

| CONTINGENCY CONTRACTING OFFICER/NCO INDIVIDUAL TRAINING PLAN (ITP) SUMMARY

| PHASE 1

- Purchasing Division Training Plan
- Contract Administration Division Training Plan
- Contracting Division Training Plan

| PHASE 2

- Contracting Division Training Plan
- Support Division Training Plan
- Contract Administration Training Plan

Purchasing Division Training Plan (Phase 1)

Name of Officer/NCO being trained: \_\_\_\_\_

Period: \_\_\_\_\_

Task	Date Complete	Initials
Review supply requirement for completeness	_____	_____
Review service requirement for completeness	_____	_____
Review specifications for completeness	_____	_____
Make corrections to PR in SPS	_____	_____
Add vendor to SPS	_____	_____
Maintain vendor in SPS	_____	_____
Justify soliciting only one source	_____	_____
Determine if service is non-personal	_____	_____
Determine if commodity is a commercial item	_____	_____
Determine if commodity is available from UNICOR	_____	_____
Determine if commodity is available from GSA	_____	_____
Determine if lease versus purchase analysis is required/valid	_____	_____
Determine applicable Standard Industrial Code (SIC)	_____	_____
Prepare DA Fm 2579 Small Coordination Form	_____	_____
Prepare SF 98 Notice of Intention	_____	_____

Task	Date Complete	Initials
Synopsize when required or process thru Electronic Data Interface (EDI) which ever is applicable for the situation	_____	_____
Evaluate Request For Quotations	_____	_____
Determine price reasonableness soliciting only one source	_____	_____
Prepare contract award documents	_____	_____
Select appropriate clauses	_____	_____
Prepare amendment and modification	_____	_____
Prepare DD FORM 350	_____	_____
Prepare DD FORM 1057	_____	_____
Prepare DD FORM 250	_____	_____
Orally solicit a purchase request	_____	_____
Prepare a Not to Exceed Purchase Order	_____	_____
Prepare a Standard Purchase Agreement (SPA)	_____	_____
Place an order against a SPA	_____	_____
Conduct Purchase Card Training	_____	_____
Perform setup, appointment and termination of purchase card holder and AO	_____	_____
Conduct ordering officer training	_____	_____
Appoint, supervise and terminate an ordering officer	_____	_____
Process a ratification of an unauthorized commitment	_____	_____
Revoke a claim valued at less than \$100,000	_____	_____
Date of Certification	_____	
Signature of Division Chief	_____	
_____	_____	
Date Complete	Initials	

**FORSCOM Regulation 350-1**  
**25 October 2002**

Contract Administration Division Training Plan (Phase 1)

Name of Officer/NCO being trained: \_\_\_\_\_

Period: \_\_\_\_\_

Task	Date Complete	Initials
Prepare a delivery order against an indefinite delivery contract	_____	_____
Track fund obligations under an indefinite delivery contract	_____	_____
Perform contract file management	_____	_____
Prepare a unilateral modification to a contract (administrative change)	_____	_____
Prepare a unilateral modification to a contract (change order under changes clause)	_____	_____
Prepare a unilateral modification to a contract (change under clause other than changes)	_____	_____
Train a COR	_____	_____
Appoint, supervise, and terminate a COR	_____	_____
Terminate a contract for convenience	_____	_____
Terminate a contract for default	_____	_____
Perform contract closeout	_____	_____

Date of Certification \_\_\_\_\_

Signature of Division Chief \_\_\_\_\_

Contracting Division Training Plan (Phase 2)

Name of Officer/NCO being Trained: \_\_\_\_\_

Period: \_\_\_\_\_

Task	Date Complete	Initials
Evaluate requirements package for completeness	_____	_____
Select and justify method of contracting (Describe the various factors bearing on the use of sealed bidding versus negotiation, full and open competition versus other than full and open competition, market surveys and other contract file documents.)	_____	_____
Establish acquisition milestones	_____	_____
Prepare a justification and approval (J&A)	_____	_____
Coordinate and review best value evaluation factors	_____	_____
Properly structure CLINs for Section H	_____	_____
Participate in solicitation preparation for service and supply	_____	_____
Obtain legal review of solicitation	_____	_____
Prepare synopsis for Commerce Business Daily (CBD)	_____	_____
Assemble solicitation package	_____	_____
Amend solicitation	_____	_____
Orally solicit a requirement	_____	_____
Open bids/receive proposals and abstract them	_____	_____
Evaluate bids or offers	_____	_____
Get minor irregularities corrected	_____	_____
Select competitive range	_____	_____
Prepare Pre-negotiation Memorandum (PNM)	_____	_____
Prepare Pre Business Clearance Memorandum	_____	_____

Task	Date Complete	Initials
Conduct discussions	_____	_____

**FORSCOM Regulation 350-1**  
**25 October 2002**

- Record and distribute results of discussions \_\_\_\_\_
- Receive, record, and evaluate Final Proposer Revision (FPR) \_\_\_\_\_
- Handle a pre award protest \_\_\_\_\_
- Handle a post award protest \_\_\_\_\_
- Prepare Post Business Clearance Memorandum \_\_\_\_\_
- Make cost / price reasonableness determination \_\_\_\_\_
- Make responsibility determination \_\_\_\_\_
- Prepare contract award documents \_\_\_\_\_
- Obtain legal review of contract documents \_\_\_\_\_
- Execute contract award \_\_\_\_\_
- Make and record contract distribution \_\_\_\_\_
- Notify unsuccessful bidders / offerors \_\_\_\_\_
- Debrief offerors \_\_\_\_\_
- Synopsise contract award \_\_\_\_\_

Date of Certification \_\_\_\_\_

Signature of Division Chief \_\_\_\_\_

Name of Officer/NCO being trained: \_\_\_\_\_

Period: \_\_\_\_\_

Task	Date Complete	Initials
Perform price analysis	_____	_____
Perform proposal evaluation for different types of contract	_____	_____
Evaluate Independent Government Cost Estimate	_____	_____
Evaluate unsolicited proposals	_____	_____
Understand Blanket Wage Determination	_____	_____
Coordinate with DCAA for Field Pricing Support	_____	_____
Perform SRB and BCM board duties	_____	_____

Date of Certification \_\_\_\_\_

Signature of Division Chief \_\_\_\_\_

**FORSCOM Regulation 350-1**  
**25 October 2002**

Contract Administration Division Training Plan (Phase 2)

Name of Officer/NCO being trained: \_\_\_\_\_

Period: \_\_\_\_\_

Task	Date Complete	Initials
Review solicitation and proposed award and participate review boards	_____	_____
Monitor contractor performance	_____	_____
Supervise a Contracting Officer	_____	_____
Representative and Quality Assurance Evaluator	_____	_____
Participate in disputes and appeals resolutions as required	_____	_____
Determine contractor compliance with labor laws	_____	_____
Review contractor property control plan IAW FAR	_____	_____

Date of Certification \_\_\_\_\_

Signature of Division Chief \_\_\_\_\_

**APPENDIX C**

**STRAC XXI**

Under STRAC XXI, commanders can identify and use TADSS for more effective training opportunities while saving ammunition to conduct additional live fire events. The matrix below gives an overview of the ammunition allocated to the different STRAC Strategies (DA Pam 350-38) and available TADSS. The percentages identify how much of the STRAC training strategy is allotted to the different level of events. For example the M16 Rifle strategy for CAT I soldiers, allocates about 50% of the total ammunition to individual training. The commander could use the EST for the practice events and apply the savings towards squad, platoon, company level training or for special missions. Some strategies do not have TADSS available, the commander may be able to conduct some events dry or with sub caliber devices and achieve some of the same savings. The matrix identifies most of the major weapon systems for more detail go to the STRAC website at [www.atsc.army.mil/atmd/strac/index.htm](http://www.atsc.army.mil/atmd/strac/index.htm).

STRAC XXI Matrix
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	Preliminary Training		Individual/crew Trng		Squad/Plt Trng		Co/Bn LFX/CALFEX	
	<i>Live</i>	<i>Virtual</i>	<i>Live</i>	<i>Virtual</i>	<i>Live</i>	<i>Virtual</i>	<i>Live</i>	<i>Virtual</i>
Weapon System								
Small Arms CAT I	0% <i>EST*</i>		50% <i>EST</i>		30% <i>EST</i>		20% <i>None</i>	
Small Arms CAT II	0% <i>EST</i>		100% <i>EST</i>		0% <i>EST</i>		0% <i>None</i>	
M2, Infantry	0% <i>COFT/PGS</i>		67% <i>PGS</i>		27% <i>PGS</i>		6% <i>CCTT</i>	
M3, Cavalry	0% <i>COFT/PGS</i>		67% <i>PGS</i>		27% <i>PGS</i>		6% <i>CCTT</i>	
M6, Linebacker	0% <i>COFT/PGS</i>		100% <i>PGS</i>		0% <i>PGS</i>		0% <i>None</i>	
BFIST	0% <i>COFT/PGS</i>		100% <i>PGS</i>		0% <i>PGS</i>		0% <i>CCTT</i>	
E-BFV	0% <i>COFT/PGS</i>		67% <i>PGS</i>		27% <i>PGS</i>		27% <i>CCTT</i>	
HMMWV Scouts	0% <i>MILES</i>		83% <i>MILES</i>		13% <i>MILES</i>		4% <i>MILES</i>	
M1A1/A2, Tank	0% <i>COFT/TWGSS</i>		81% <i>TWGSS</i>		14% <i>TWGSS</i>		5% <i>CCTT</i>	
Mortars	0% <i>None</i>		77% <i>None</i>		19% <i>None</i>		6% <i>None</i>	
Artillery (105/155)	0% <i>None</i>		0% <i>None</i>		5% <i>None</i>		95% <i>None</i>	
MLRS	0% <i>Imbedded</i>		0% <i>Imbedded</i>		55% <i>None</i>		45% <i>None</i>	
AH 64A	0% <i>CMT</i>		81% <i>CMT</i>		8% <i>AVCATT**</i>		14% <i>AVCATT</i>	
AH 64D	25% <i>LCT***</i>		60% <i>LCT</i>		5% <i>AVCATT</i>		10% <i>AVCATT</i>	
OH 58D	24% <i>None</i>		52% <i>None</i>		12% <i>AVCATT</i>		12% <i>AVCATT</i>	

\*EST- Engagement Skills Trainer replicates the M9 pistol, M16 Rifle, M4 Carbine, M203 GL, M249 AR/LMG, M240B Machine gun, M2 .50 cal Machine gun, the MK19 GMG and the AT-4. This device once fielded will allow small arms training for individuals through squads.

\*\*AVCATT and \*\*\*LCT - the Aviation Combined Arms Tactical Trainer and Longbow Crew Trainer are fielding

## **APPENDIX D**

### **Army Modernization Training**

#### **D-1. General**

Army Modernization Training (AMT) has been developed to ensure that units receive the required transitional training that is necessary to initially deploy and then sustain Army Modernization Reference Data (AMRD) systems. The Army Distance Learning Program (ADLP) enhances AMT through new and displaced equipment training, and force modernization sustainment training. The AMT includes---

a. New Equipment Training (NET): This training includes the initial transfer of knowledge on the operation of new equipment from the materiel developer to the user and those that provide support. NET is not a substitute for institutional training. It is conducted to train unit cadre and support personnel.

b. Displaced Equipment Training (DET): Displaced equipment identified in the AMRD as that being replaced by the modernization process and scheduled for transfer to other units. Displaced equipment can often generate a separate training requirement.

c. Doctrine and Tactics Training (DTT): The DTT provides guidance to commanders, staff, leaders, and operators on how to employ new force modernization systems and is a component part of NET. Normally, DTT is integrated into the conduct of NET and is provided by the combat developer. It is the key to understanding the new equipment and its use on the battlefield. Commanders must ensure that cadre attend DTT as they must train their subordinates.

d. Force Modernization Sustainment Training (FMST) is a joint effort by the materiel provider, combat developer and the unit to ensure that effective training programs exist to sustain unit training. The FMST in this Appendix focuses on FORSCOM NET/DET/DTT. Upon completion of NET/DET/DTT, it is the commander's responsibility to sustain training. To assist the commander, the NET/DET teams will provide the unit training materiel upon departure from the installation.

#### **D-2. Responsibilities**

- a. The Deputy Chief of Staff, G3 will ---
- (1) Oversee the integration of NET with unit's training and deployment schedules.
  - (2) Assist G4 in coordination of AMT with HQDA, other MACOM's, and installations.
  - (3) Ensure materiel training is synchronized with the organizational plans and documentation.

b. The Deputy Chief of Staff G4 has overall FORSCOM proponentcy for AMT. The G4 will---

- (1) Designate FORSCOM staff proponents for individual AMT responsibilities.
  - (2) Monitor NET.
  - (3) Coordinate NET issues with FORSCOM G3 and HQDA, other MACOMs and FORSCOM installations.
  - (4) Monitor, assess, and recommend appropriate actions to support the fielding on non-AMRD systems during new equipment fielding.
  - (5) Review AMRD Systems New Equipment Training Plans (NETP) and provide comments to the G3.
  - (6) Provide representation at semi-annual TSWG meetings/conferences.
- c. The Deputy Chief of Staff G1 will---
- (1) Review NET plans and provide comments to the G4.
  - (2) Review personnel plans, policies and programs to ensure that they will support AMT personnel requirement.
- d. Installations
- (1) Review NETP/DETP and provide comments to G4 FORSCOM.
  - (2) Provide installation support to NET/DET Teams (NETT/DETT) as required.
  - (3) Ensure that all ammunition as outlined in the appropriate NETP and consumables are forecasted and available to support NET/DET.
  - (4) Ensure the availability and stabilization of personnel receiving training.
  - (5) Provide installation centralized repositories for training packages furnished by NETT/DETT.
  - (6) Budget for NET/DET as outlined in system NETPs.
  - (7) Monitor AMT and provide after-action reports to the NETT and G4 FORSCOM.

#### **D-3. Policy**

In addition to the policies outlined in AR 350-35, the following FORSCOM policy applies:

- a. The AMT within FORSCOM will be integrated into the unit's long and short-range training plans.
- b. Location of unit, system complexity, density of equipment, time between First Unit Equipped (FUE) and required Initial Operational Capability (IOC) and unit readiness must be considered when developing AMT plans.
- c. The train-the-trainer concept will be used to the maximum within FORSCOM. When confronted with constrained resources, training

managers will initially concentrate on providing training to cadre, leaders and maintenance personnel.

d. Training managers should use Distance Learning (DL) to extend scarce training resources and achieve training goals where feasible.

**D-4. AMT Planning**

a. The NET/DTT/FMST planning is the joint responsibility of the materiel provider, combat developer and FORSCOM. This planning process begins early in the system life cycle. The FORSCOM role is to review the initial training plan as early as possible.

(1) Upon receipt of a materiel developer or combat developer request to review NET/DTT/FMST documents, FORSCOM staff proponents will ensure the widest staff and field input possible.

(2) Planning considerations, as outlined in AR 350-35, will be used as a guide. In addition, installation-unique differences will be considered and commented upon.

(3) Installations will appoint a single AMT point of contact to assist commanders in the planning and execution of AMT.

(4) Installations will review appropriate New Equipment Training Plans (NETP) via Army

Modernization Training Automated System (AMTAS) to ensure that installations training requirements are confirmed.

(5) Headquarters, FORSCOM will consolidate field input prioritize requirements, and furnish input to the materiel provider.

b. The DET. Selected displaced equipment, as outlined in the AMRD, may generate a training requirement. Upon notification that the unit will displace equipment, the commander must analyze the expertise within the command to successfully employ the system. If there is insufficient know-ledge or experience, a DETP must be prepared. These plans are similar to NETP and should be reviewed prior to any detailed training. The DET must be planned and executed as NET. Resources available to the commander for DET are---

- (1) The TRADOC Institutional Training.
- (2) Exportable Training Packages.
- (3) Army Correspondence Courses
- (4) Mobile Army Training Teams.
- (5) The AMC Logistics Assistance Offices.
- (6) Other FORSCOM Units.
- (7) The DETT.

## **APPENDIX E**

### **Reciprocal Unit Exchange (RUE) Program**

#### **E-1. Background**

The RUE Program is authorized under the Arms Export Control Act, Title 22, United States Code, Section 277a, and is regulated by AR 12-15, Joint Security Assistance Training Regulation. Its purpose is to enhance cooperation, develop interoperability, and foster unit relationships between the U.S. Army and its allies. Exchanges are governed by Memoranda of Agreement (MOA) or Memoranda of Understanding (MOU) between the U.S. Army and respective allied armies. Currently, MOAs/MOUs exist with Belgium, Canada, Germany, the Netherlands, and the United Kingdom. Details differ between MOAs/MOUs, and some of these are explained in separate paragraphs, below. Where differences might appear between this regulation and the respective MOA/MOU, the MOA/MOU will have precedence.

#### **E-2. General**

a. The RUEs involve platoons or companies exchanging between like units for two to six weeks. Exchanges are based on the principle of reciprocity, i.e., the mutual exchange of comparable (rather than exactly equal) training related support. The RUEs typically involve the exchange of a like number of soldiers for a like period of time. Foreign soldiers training in the U.S. are considered to be replacing American soldiers, while the same applies to Americans training with an allied army.

b. Ideally, the exchange is conducted simultaneously, to allow units to share aircraft, e.g., U.S. aircraft flies U.S. unit to foreign station, and brings allied unit to U.S.; allied aircraft returns U.S. unit to home station, and picks up own soldiers. When training calendars do not allow this, exchanges may, with the concurrence of both nations, take place at different times. This should be the exception rather than the rule, and must be coordinated with and approved by Forces Command in advance. A non-simultaneous RUE will not likely be approved if it means an increase in transportation costs. In the event that it is approved, the exchange must take place within a 12 month period in order for reciprocity to be effective.

c. The number of exchanges to be conducted each year is governed by the availability of funds and units in each country.

d. The process of developing the program for each FY is as follows:

(1) Throughout the year, Forces Command receives bids from allied armies and Forces Command corps/units for the next year.

(2) Forces Command passes consolidated training opportunities to the three corps HQs through a "Solicitation" message. This message is usually distributed 6-8 months before the new fiscal year commences.

(3) Corps HQs coordinate with their units and either pass consolidated corps bids to Forces Command or provides direct liaison to their divisions to provide the information to Forces Command.

(4) Forces Command staff consolidate, coordinate and de-conflict corps bids. A RUE "Approval" message is issued shortly before the new fiscal year commences and funding is subsequently issued to the various installations.

(5) Approval message authorizes direct liaison between exchanging units to coordinate training, dates, and transportation details. Units must provide unit POC info to Forces Command RUE POC so that it can be forwarded to allied unit. Unit must subsequently provide agreed upon exchange dates to the Forces Command POC.

(6) Where applicable and as outlined in the separate country paragraphs below, the U.S. unit must complete an agreement with the foreign unit, prior to the RUE taking place. This agreement is an annex or appendix to the particular MOA/MOU and just outlines what training and support both sides have agreed to provide. After the approval message is issued, an electronic version of the applicable MOA/MOU with the applicable annex/appendix, will be forwarded to the Division POCs for their passing to units as required.

(7) Unit submits after action report (AAR), via chain of command, within 30 days of completion of the RUE IAW guidance at paragraph D-11 below.

e. Exchanges for Reserve Component units are coordinated by HQDA, National Guard Bureau or Office of Chief of Army Reserve, as applicable.

#### **E-3. Specific Instructions**

a. The type of training to be conducted will be as mutually agreed upon by the two units conducting the exchange. The Battalion commander of the company/platoon conducting the exchange must complete and sign the annex/appendix of the MOA/MOU with the other nation where specified in the paragraph on the various nations below. A copy of the signed annex/appendix must be kept by the unit in case one side or the other does not provide the services outlined and formal recovery action must be taken. The intent here is not to 'nickel and dime' each other, but to ensure that both sides are in

concurrence with the planned training/support and receive the agreed to training/support. If, for example, non-simultaneous RUE is approved but then only half of it is conducted within the year, this document will form the basis to reimburse the other nation.

b. Host unit commanders will ensure that exchange personnel undergo the necessary refresher, operator, maintenance, and/or safety instruction, as appropriate to the training.

c. When appropriate, training schedules should include unit social events and tours of local historic and cultural sites.

d. Prior to deployment, commanders should consider including country briefs as part of unit preparations. Military Intelligence (MI) battalion personnel may be able to assist.

e. Exchange units will not participate in combat operations, or civil-military actions, without the express permission of the parent government.

f. Exchange personnel will normally travel with personal uniforms and equipment only. Weapons and unit equipment will only be brought if mutually agreed to and if authorized by the host state.

g. Exchange personnel will not exercise command, nor have disciplinary powers over personnel of the host army. Control of exchange units by the host army, for the purpose of agreed upon training, is permitted. Discipline will remain the responsibility of the parent army.

h. The provisions of the NATO Status of Forces Agreement (SOFA) dated 19 June 1951, applies to forces of NATO countries on exchange. In particular, exchange personnel will be subject to the concurrent jurisdiction of their parent army and the civil courts of the host country. Exchange personnel will not take part in any political activities pertaining to the host country.

i. Exchange personnel will comply with the military regulations, orders, instructions and customs of the host army, insofar as they are appropriate, and consistent with the regulations of the parent army.

j. Cancellation, postponement, or substitution of an exchange must be coordinated between Forces Command and the allied army.

k. Parent armies are responsible for ensuring that exchange personnel are medically and dentally fit prior to the RUE. Personnel will be granted access to host country medical and dental treatment to the same extent granted to host country soldiers. Reimbursement will be as detailed for each country at paragraphs E-4, E-5, E-6, E-7 and E-8 below or in the applicable MOA/MOU.

l. Exchange personnel will have patronage and purchasing privileges at military commissaries,

exchanges, theatres and clubs on the same basis as equivalent personnel of the host army.

m. Commanders of U.S. Army installations may authorize qualified foreign military personnel to ride in or parachute from U.S. aircraft, provided their parent army authorizes them, and have undergone appropriate U.S. Army refresher training.

n. Reconnaissance or advance parties, of up to three personnel are authorized, as mutually agreed between the exchanging units.

o. All exchange personnel must be in possession of applicable military identification cards and discs (tags).

p. Exchange personnel are subject to the security regulations and disclosure policies of the host army.

q. The host nation is responsible for providing meals and accommodations free of charge, to exchange personnel. If available, allied enlisted ranks should be accommodated in mobilization or RC barracks. This should prevent problems, during simultaneous exchanges, with foreign soldiers occupying rooms allocated to U.S. personnel. Officers and senior NCOs are to be accommodated free of charge, in appropriate bachelor or visitor quarters.

r. Units/installations with allied Liaison or Exchange Officers should consider using these personnel to facilitate initial contact with respective allied armies.

s. Units should coordinate dates with the allied unit as soon as authorized and then book aircraft as soon as possible after that in order to receive reasonable airfare. The closer the booking of aircraft is left to the deployment date, the higher the costs. There is no guarantee that FORSCOM will have (or provide) additional funding to pay the higher airfare costs that will result from a unit's lack of ability to book early.

t. Copies of the respective MOAs/MOUs can be provided if required.

#### **E-4. United Kingdom (UK)**

a. Traditionally Forces Command conducts three RUEs annually with the UK. The RUEs are usually of four weeks duration for the following type units: an infantry company, an armor company or artillery battery, and a parachute infantry company.

b. As outlined in paragraph D-3.a above, prior to the RUE taking place, the respective U.S. Army and British Army Battalion Commanding Officers must complete Appendix A of the "MOU between the U.S. Army and the British Army Regarding the Reciprocal Exchange of Units."

**FORSCOM Regulation 350-1**  
**25 October 2002**

c. The parent army will be responsible for reimbursing the host army for any medical or dental expenses incurred.

d. While in the UK, U.S. exchange personnel will be under the administrative supervision of the U.S. Army Attaché, American Embassy, London.

**D-5. Canada (CA)**

a. The majority of Forces Command's RUEs are scheduled with CA; traditionally 4-6 a year, for 2-4 weeks each. Combat arms, combat support, and combat service support units may participate in the program.

b. Medical and emergency dental care will be provided free of charge by the host force in the same manner, and to the same extent that such care is provided to its own members.

c. Per AR 525-16, cross-border movement requests must be submitted either by message to CDRFORSCOM FT MCPHERSON, GA//AFOP-OCT// or by memorandum to CDR FORSCOM, ATTN: AFOP-OCT, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062.

d. Most Canadian units can be reached by telephone on the DSN system.

**E-6. Germany (GE)**

a. RUEs with Germany are to be of three weeks duration unless decided otherwise. Traditionally, two parachute company RUEs have been completed with Germany each year; however, the type of units to be exchanged each year will be set by mutual agreement between the U.S. Army and the GE Army, two years in advance.

b. Medical and dental services will be provided without cost in accordance with the agreement between the Department of Defense of the USA and the Federal Minister of Defense of the Federal Republic of Germany Concerning Health Care for Members of the Armed Forces and their Dependents, dated 8 April 1992. Military aero-medical evacuation will be provided on a reimbursable basis.

c. Country clearance is only required for reconnaissance parties, not for the deployment of main bodies.

d. Most GE casernes have limited laundry facilities. United States units should, therefore, either make special arrangements with their GE\_hosts beforehand, or arrange to have laundry done at a local U.S. Army garrison.

e. While in GE, U.S. exchange personnel will be under the administrative supervision of the Chief, USAREUR International Affairs, ODCSOPS, 7th Army Training Command, USAREUR (DSN 475-8449/GE COML 9641-83-8449).

**E-7. Belgium (BE)**

a. As outlined in paragraph D-3.a above, prior to the RUE taking place, the respective U.S. Army and Belgium Army Battalion Commanding Officers must complete Appendix A of the "MOA between the Belgium Army and the U.S. Army Regarding the Reciprocal Exchange of Units."

b. While in Belgium, U.S. exchange personnel will be under administrative supervision of the Chief, Office of Defense Cooperation, U.S. Embassy, Brussels.

**E-8. The Netherlands (NL)**

a. As outlined in paragraph D-3.a above, prior to the RUE taking place, the respective U.S. Army and Dutch Army Battalion Commanding Officers must complete Appendix A of the "MOA between the Dutch Army and the U.S. Army Regarding the Reciprocal Exchange of Units."

b. While in the Netherlands, U.S. exchange personnel will be under administrative supervision of the U.S. Army Attache, U.S. Embassy, The Hague.

**E-9. Exchanges with Other Nations**

a. The lack of a formal RUE MOA/MOU does not necessarily prohibit conducting unit exchanges with other nations; however, it does prohibit conducting exchanges for which the participants are provided administrative and logistic support or training, on a reciprocal, non-reimbursable basis, unless some other agreement is available.

b. Specific queries should be addressed to the FORSCOM POC outlined in paragraph D-12 below.

**E-10 Finance**

a. Forces Command funds transportation on U.S. aircraft to and from OCONUS locations, including ground transport to and from the U.S. APOE. Once the annual RUE program has been approved, FORSCOM will provide OMA (Mission) funding to applicable installations. Funds will be allocated by organizational Management Decision Package (MDEP), and identified against specific exchanges.

b. Units/installations are responsible for costs directly associated with training and supporting the allied unit, on the basis that it is temporarily replacing the U.S. unit. In order to avoid embarrassment, it is important to maintain the principle of reciprocity between the services provided to U.S. units by foreign armies, and those provided to foreign units at U.S. installations. Forces Command will, therefore, fund the costs of supporting allied exchange personnel, above those

services normally provided for U.S. soldiers (e.g., gifts, mementos). Installation resource management personnel should utilize OMA (Support To Other Nations) funding for these requirements.

c. Due to limited currency exchange facilities abroad, U.S. personnel should arrange to buy foreign currency prior to departure from home station. This applies both for personal funds, and for cash needed to pay for services in the host country.

d. RUE OMA funds are not to be used to pay for rations during RUEs. Bulk rations (regardless of who eats) are purchased using MPA Special Open Allotment 4N2A.100 as contained in DFAS-IN Manual 37-100-02. Full fund cite is 21\*2010 01-12\*\* P4N2A.10 \*\*\*\* PAMP S\*\*\*\*\*. A typical RUE does not normally involve collection from the foreign government because it has been predetermined that the U.S. Army's training costs and the foreign government's training costs will offset each other so no money will exchange hands. However, there may be particular exchanges under the RUE program where foreign exchange military personnel will pay for meals and collection would be required. If collection is required, payment would be deposited into the MPA reimbursement account, 21\*2010 01-C-F00 P4N2A..00 S99999 IAW DFAS-IN Manual 37-100-02.

**E-11. After-Action Reports (AARs)**

The AARs are to be forwarded to HQ FORSCOM, ATTN: AFOP-TRC, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062, not later than 30 days after the completion of the RUE. After-Action Reports are RCS exempt: Army Regulation 335-15, para 5-2e(7). The AARs should include the following information:

- a. United States and foreign unit designations and number of personnel participating
- b. Dates of the exchange
- c. Summary of training conducted, by both units, and assessment of training benefits
- d. Problems encountered
- e. Final total of Forces Command RUE funds expended
- f. Recommendations, if any, for improving future exchanges.

**E-12. Point of Contact (POC)**

The FORSCOM HQ POC for exchange programs is the Combined and Foreign Training Officer, Combat Training Center Branch, Training Division, DCS G3, AFOP-TRC, DSN 367-5478, COMM (404) 464-5478, FAX 6130.

## **APPENDIX F Joint Airborne/Air Transportability Training**

### **SECTION I**

#### **Airborne/Air Transportability Training**

##### **F-I-1. General**

This Appendix provides guidance and prescribed policies and procedures governing:

- a. The conduct of Airborne, Aerial Resupply (AR), and Air Transportability Training (ATT).
- b. Requests to use airlift support for training.
- c. Army support of Air Force training.

##### **F-I-2. Applicability**

This Appendix applies to all FORSCOM units and activities. Exceptions will be considered individually.

##### **F-I-3. Definitions**

Terms used in this chapter are according to JCS Pub 1-02, Department of Defense Dictionary of Military and Associated Terms; JCS Pub 0-2, Unified Action Armed Forces (UNAAF); HQ AMC OPOD 17-76, and AR 310-25, Dictionary of United States Army Terms. Terms in this chapter that may have various interpretations are clarified as follows:

a. Joint Demonstration. Any jointly sponsored activity such as an air show, firepower demonstration, airborne or airmobile assault, or other tactical operation of short duration involving elements of more than one service, specifically scheduled and performed for a spectator group such as high ranking officers, VIP's, or students of military schools and colleges. Routine joint training activities witnessed by casual observers are not considered joint demonstrations.

b. Joint Airborne/Air Transportability Training (JA/ATT). Training operations or exercises involving Army and appropriate U.S. Air Force airlift units.

(1) Missions authorized under the JA/ATT program are:

- (a) Airdrop of personnel and cargo, to include basic airborne qualifications jumps.
- (b) Assault airland operations.
- (c) Static load training for units specifically tasked to perform air transportability missions.
- (d) Joint development or certification of new and modified equipment or operational procedures.
- (e) Combat support training. Examples include flare drops, leaflet drops, unconventional warfare activities and joint airborne communications and command post employments.

(f) Other missions as agreed to by Commander, Air Mobility Command (AMC) and the supported commander.

(2) Missions not authorized under the JA/ATT program:

(a) Unilateral Army Training using airlift primarily as a mode of transportation from one location to another.

(b) Point-to-point air transportation not involving airdrop or assault airland operations (except KC-10 heavy fly away).

c. Point-to-Point Airlift. Any mission other than the above six categories b (1)(a) through b (1)(f) will be considered "point-to-point" administrative airlift and will be processed routinely through transportation channels. Using units will fund "point-to-point" transportation airlift operations via Special Assignment Airlift Mission (SAAM) criteria as defined in AR 59-9.

d. Affiliation Training.

(1) The AMC Affiliation Program is designed to bring about mutual understanding of mobility requirements and to foster professional management of associated assets. The liaison at the working level promotes this through staff visits, formal classroom training, staff seminars, and joint participation in mobility exercises. Pre-planning and early identification of airlift requirements and potential problem areas resulting from these activities provide the best environment for U.S. Forces to respond to global crises.

(2) The AMC Affiliation and JA/ATT programs are separate; however, one clearly complements the other. Thus, the majority of affiliation training should be done together with scheduled JA/ATT missions.

e. Unprogrammed Requests. Any request for airlift in support of joint training that was not presented and approved at a JA/ATT workshop or not submitted by suspense dates.

f. Local Commander. Battalion commanders or commanders of comparable size units are considered local commanders.

##### **F-I-4. Joint Airborne Training Support**

The following summary of directives and publications pertains to the assignment of airlift in support of joint airborne training.

a. The JA/ATT (para F-1-3(b) above) is funded by the USAF and managed by the Air Mobility Command (AMC). This management is further delegated to the Tanker Airlift Control Center (TACC) within HQ AMC at Scott AFB, IL. Point-to-point transport/administrative travel airlift will be routinely processed through transportation channels

as a Special Assignment Airlift Mission (SAAM) IAW AR 59-9. Requests for commercial transportation will not be submitted until all actions to obtain military airlift are exhausted.

b. The AMC airlift aircraft are allocated to support joint exercises and training. Deployment and redeployment must be conducted under simulated tactical conditions to improve the combat ready status of participating units.

c. Each training request for JA/ATT aircraft is evaluated for compliance with Department of Defense Directive 4515.13-R and AR 350-41 and prioritized IAW JCS pub 4-04 by AMC and FORSCOM representatives at the JA/ATT allocation workshop. These missions are as follows:

- (1) Airdrop of personnel and cargo.
- (2) Assault operations by airborne troops or air transportable units.
- (3) Loading exercises.

d. FORSCOM coordinates JA/ATT priorities at the WWTSC and implements at the JA/ATT conference.

e. The JA/ATT program involves a fixed number of flying hours made available to support joint training. The C-130 and C-17 aircraft are the primary airdrop training aircraft. The C-5, C-141, C17, and KC-10 aircraft are used for static load training. The C-5 and C-141 can also do heavy and personnel airdrop, however their number of allocated hours are extremely limited.

f. Air National Guard (ANG) and Air Force Reserve (AFRES) aircraft assets also support joint airborne training activities. The C-130, C-141, and C-5 aircraft are available from these Air Reserve Forces (ARF). Associate Reserve wings also have access to C-17s. Air Reserve Forces accept primarily those missions which help their training posture and are within their capabilities in terms of available airframes and mandays.

g. AMC KC-10 aircraft are also available through the JA/ATT program. They are used for static loading and flyaway missions. The KC-10 provides training opportunities similar to those of commercial wide body aircraft. The AMC funds the KC-10 but the user is responsible for funding the Mission Handling Equipment (K-loader, Tunner, or wide body loader, if necessary).

h. Confirmation of Airlift Support.

(1) Headquarters, AMC/TACC/XOBC, Scott AFB, IL, displays an appendix to AMC OPORD 17-76 on the JA/ATT web site (<http://140.175.95.191>). This summary of missions may be found in the Mission Details section of this web site and lists all approved JA/ATT missions for the applicable month.

(2) Publication of missions on this JA/ATT web site confirms mission support and approval by HQ FORSCOM. Requesting units normally will not be otherwise notified by FORSCOM of action taken upon request except when requests cannot be satisfied. Confirmed mission details will be made available to all users on the HQ AMC/TACC JA/ATT Home Page by HQ AMC at least 20 days before the operating month missions are to be flown.

i. Allocation changes: Aircraft allocation for joint training requirements, once approved, will not be increased except as approved by FORSCOM in coordination with AMC. Adjustments in sorties, times, in-place requirements, loads, and units supported will be approved by FORSCOM in coordination with AMC. Changes will be kept to an absolute minimum to prevent disruption of previous schedules and lessen impact on support of units. The only change to a mission that can be made by user/supporter is + 1.5 hours IPT/TOT adjustments. All other requests for changes will be submitted via the internet on the HQ AMC/TACC JA/ATT Home Page web site. Follow instructions for submitting these requests as given on the web site. Changes must include adequate justification and will be submitted as far in advance as possible to ensure adequate consideration. Format for E-mail message traffic to include request changes are available on the JA/ATT Web page.

## **SECTION II**

### **Air Transportability Training**

#### **F-II-5. Training Requirements**

a. Units will conduct air transportability training, as required, for unit proficiency according to assigned unit missions and standard operating procedures.

b. Units will keep an air transportability qualified cadre as specified by major unit (division or higher) or installation commanders. Cadre must be qualified by experience in air movement operations or by attendance at appropriate service school courses.

(1) Individual cadre members appointed as Unit Movement Officers (UMO/Assistant UMO) under FM 55-12 will attend the airlift planners course conducted by their affiliated AMC unit (see paragraph F-II-7). This training will be documented so as to allow qualification to move with the individuals when PCS'd. Personnel selected as UMO/Assistant UMO will have a minimum one year retainability in the position.

**FORSCOM Regulation 350-1**  
**25 October 2002**

(2) Unit cadre must be able to plan, organize, and conduct air movement training or operations for the unit concerned.

(3) The DTO/ITO will keep a roster of all UMO/assistant UMO, ensure assignment prerequisites are met, and ensure trained individuals are monitored.

c. All major tactical units will include the techniques and procedures of aerial resupply in their training programs. Training will include request procedures, drop zone selection and markings, and recovery of airdropped equipment and supplies. Aerial resupply should be integrated, where possible, into all field-training exercises.

**F-II-6. School Training**

United States Army Transportation School, Fort Eustis, VA and the USAF Air Mobility Operations Course, Fort Dix, NJ provide specialized training in air transportability procedures and mobility operations. Mid-level Army Officers and Senior NCOs should take maximum advantage of these courses of instruction within authorized attendance quotas.

**F-II-7. Affiliation Training/Joint Training**

a. Objectives of the Air Mobility Command (AMC) Affiliation Program:

(1) To provide a joint training program designed to enhance the ability of U.S. forces to plan and execute a rapid and efficient movement by air.

(2) Establish a liaison between the airlift manager and the moving agency to optimize airlift planning and execution.

(3) To develop a mutual understanding and appreciation of the complexities of both air movement and the unit's activities to prepare for that movement.

(4) To promote joint training in airlift mobility procedures, thereby enhancing the capability for an immediate response to contingency airlift requirements.

b. Procedures.

(1) Training should be scheduled so that it is mutually acceptable to the units concerned. Training will be requested/scheduled by coordination between the FORSCOM unit and the AMC wing. The DTO/ITO or the G3 Air, in coordination with the TALO, is responsible for this training. A specific single point of contact to coordinate/control all affiliation load planner training will be established for each installation. For training to be used efficiently, all requests for load planner training must be coordinated with the single point of contact.

(2) Mission, size, combat ready status, and contingency commitments will dictate the frequency

of training. If concerned agencies agree, at least four sessions will be scheduled annually, hosted at brigade level and higher. The majority of classroom training will, if possible, be followed by static loadings. Guidance to all agencies involved will be published by each installation.

c. Activities. The following are suggested affiliation program events essential for an effective program:

(1) Command Visit. Formal contact through the command sections will be made to exchange orientation briefings. Representatives of the AMC organization executive staff will conduct an affiliation briefing for the FORSCOM unit staff, in compliance with AMC Regulation 55-25.

(3) Staff Visit. A staff orientation briefing, available for presentation to G-Staff members, unit commanders, unit movement officers/NCO's and departure/arrival airfield control group personnel, will be conducted by the AMC unit when requested.

(4) Other Visits. Staff planning seminars are convened as required, by mutual agreement of affiliated units. The requirements of FM55-12/AFR 76-6 should be reviewed.

(5) Classroom Training.

(a) The classroom permits the exchange of information in an informal, working level environment. The depth and quality of information presented is directly proportional to the capability and performance of the participants. Training must be presented so that the benefits and the practical application are mutual. For this reason, only individuals in, or programmed for, UMO/assistant UMO or transportation duties at Battalion level or above should be selected to attend the Airlift Planners Course. Company level and equivalent personnel should attend the Equipment Preparation Course.

(b) The Air Load Planners Course will indoctrinate unit movement officers and supervisory personnel in planning and executing a joint combat airlift operation. Personnel attending the course must have at least one year left on the job. The course is about 40 hours long, conducted at the FORSCOM unit's home installation by the affiliated AMC Airlift Control Squadron (ALCS) loadmasters. An examination will be given, and an AF Form 1256 (Certificate of Training) issued upon successful completion. The course will include, but not limited to the following:

Brief History of Airlift Operations

AMC Structure/Organization

AMC Aircraft Inventory (capabilities/limitations)

Safety (planning, on/off loading, inflight)

Transported Force Responsibilities (load preparation, documentation, hazardous cargo requirements, etc)

Airlift Control Squadron (ALCS) Organization and Interface

Weighing and Marking of Vehicles and General Cargo

Aircraft Weight and Balance

Load Planning

Shoring

Manifesting (cargo/passengers)

Palletization

MHE

Joint Inspection

Marshalling

(c) Equipment Preparation Course will indoctrinate personnel in the preparation of unit equipment for deployment on airlift aircraft. The course is about 16 hours long and includes the items listed above except Aircraft Weight, Balance and Load Planning.

(d) The DTO/ITO will insure personnel selected to attend training courses meet minimum prerequisites and are released from all unit details during this training.

(e) The DTO/ITO or G-3 Air will be the single point-of-contact at the unit/installation to insure the following items, as a minimum, are provided to the affiliated AMC wing ALCE loadmaster instructor during both types of affiliation training:

Classroom	Chalkboard
Projector - 16mm with screen	Student Desks
Viewgraph - overhead	Lectern
Projector - 35mm slide carousel	
Blackout Curtains	

(f) Each AMC wing will host an annual affiliation conference to resolve any outstanding problem areas, which may have arisen in the affiliation program. Representatives from each FORSCOM affiliated unit will be invited. Maximum participation of affiliates is encouraged.

(g) An AMC Affiliation Program Managers Conference will be held at least annually. The FORSCOM headquarters will represent all FORSCOM units. The primary purpose of the conference is to discuss/resolve problems within the affiliation program as perceived by Army, Navy, Marine Corps, and Air Force affiliates.

(h) A list of current affiliates and type of alignment can be obtained by written request to HQ AMC/DOOM, 402 Scott Drive, Unit 3A1, Scott AFB, IL 62225-5363, on the web site at <https://amc.scott.af.mil/do/doo/doom/doom.htm> or telephonically, DSN 779-3393 or commercial (618) 229-3393.

### **SECTION III**

#### **Airborne Training**

##### **F-III-8 General**

a. This section pertains to individual parachute qualification courses.

b. Parachute duty incentive pay provisions and entitlements are in Part II, Chapter 3, DODPM, and Part II, Chapter 3, Section B, AR 37-104-3. Criteria for the designation of parachute duty positions are in applicable TOE. Authorized parachute duty positions are addressed in FR 37-2, Parachute Duty Positions Authorization. Parameters for Permissive Parachuting Program are addressed for officers in HQDA (DAPE-MPE) Message 221646Z Aug 95, Subject: Permissive Parachuting Program, and for enlisted personnel in AR 614-200, para 5-7.

c. Except in cases of emergencies, only qualified active and reserve component parachutists occupying designated parachute duty positions or bonafide parachute trainees, can make military parachute jumps from aircraft in flight. However, approved permissive parachuting status may be authorized in accordance with policy and procedures for soldiers who have a need to perform parachuting in conjunction with the performance of their current duties and/or have a desire to maintain their parachuting skills in preparation for future airborne assignments. Permissive parachuting status is designed for experienced Army airborne qualified soldiers assigned to non-airborne duty positions. Approval authority for Permissive parachute jumping (PPJ) is delegated from this HQ to Commanders exercising General Court-Martial Convening Authority. Approval authority will:

(1) Forward a copy of each approved permissive parachuting action to HQDA, Deputy Chief of Staff for Personnel (DAPE-MPE), info copy furnished to Commander FORSCOM, ATTN: AFOP-TRO. (2) Forward favorable recommendations for exemption to policies to HQDA: DAPE-MPE for final action, info copy furnished to Commander FORSCOM, ATTN: AFOP-TRO. (3) Disapprove requests for permissive parachuting status that are not in accordance with these policies unless recommending approval of an exception to policy. (4)

Establish controls to document and maintain continuous accounting of personnel on permissive jump status.

**FORSCOM Regulation 350-1**  
**25 October 2002**

d. The following requirements must be met prior to approval of PPJ:

(1) Personnel must have had three cumulative years of parachuting duty in an airborne position. Enlisted must possess a "P", "S", or "V" SQI or MOS in CMF 18. Officers must have skill identifier of either "5P", or "5S" or AOC 18A; Warrant officers require either SQI "7" or MOS 18OA/921A

(2) Personnel must receive airborne refresher training (See FM 57-220, Appendix A) completed within the six-month period preceding the date of the scheduled permissive parachuting jump. Pre-jump training will be executed prior to being manifested for permissive jumps.

(3) Each soldier who wishes to participate via permissive parachute status has to volunteer in writing, the soldier's signature indicating that he has in fact volunteered to jump. The requests must address that the soldier has met all the program's criteria, e.g., refresher training, physical condition, number of jumps, successful completion of APFT, meets height weight standards, has completed airborne course, is medically qualified, understands that no hazardous orders are issued, and no hazardous duty pay is authorized.

(4) Personnel will be manifested on a space available basis only and will not increase the flying hour program or other resource programs. (To perform PPJ, RC personnel must do so during attendance at authorized assembly, e.g., UTA/MUTA, AT, ADT, or AGR tour.)

e. Other information applicable to permissive parachute jumping:

(1) Permissive requests for general officers and promotable colonels of all components will be processed through General Officer Management Office (GOMO) for approval by the Vice Chief of Staff. Requests should include date, place, number of requested jumps, type of aircraft, purpose, date of last refresher training and establish a clear operational necessity for jumping.

(2) Requesting soldiers must conform with medical provisions of AR 40-501, be in good physical condition as indicated by most recent APFT, and meet the height weight standards in AR 600-9.

(3) No hazardous duty orders may be issued.

(4) Injuries received under permissive parachute status are in line of duty.

(5) For rating purposes (Senior/Master Parachutist), permissive parachute jumps qualify.

(6) The HQDA office of primary responsibility (OPR) for permissive parachute jumping is DAPE-MPE-DR, DSN 224-7273.

f. Commandants of airborne training activities may require qualified parachutists on parachute

status or parachute trainees to make military parachute jumps from military aircraft or parachute training towers, provided:

(1) Such parachute jumps are necessary to perform an assigned military duty.

(2) Such parachute jumps are made from military aircraft or parachute training towers, which are designed for and properly equipped for the safety of parachutists.

g. Army aviation personnel on flying status assigned or attached to an airborne activity may be ordered by component authority to make military parachute jumps from an aircraft in flight when such personnel:

(1) Have received a parachutist's rating or are undergoing training for such a rating.

(2) Have duties, which require parachute jumps. Such personnel normally will not be entitled to receive more than one type incentive pay. Exception to this policy is in Part 2, Chapter 4, AR 37-104-3.

h. Commanders of U.S. Army installations may authorize qualified foreign military personnel to ride in or parachute from U.S. aircraft, provided they are authorized by their parent Army, and have undergone appropriate U.S. Army refresher training.

### **F-III-9. Basic Airborne Training**

a. The Commandant, USAIS, Fort Benning, GA, initiates, develops, reviews, and evaluates procedures, techniques, and material developments for the technical training of parachutists.

b. The basic airborne course is conducted primarily at USAIS under authority in USAIC 350-3. To conduct the basic airborne course within Forces Command, approval must be requested from HQ FORSCOM and approved by CDR TRADOC, ATTN: ATTG-I, 5 Senwick Road, Ft Monroe, VA 23651-5000. Field Manual 57-220 prescribes techniques and procedures to be used in basic airborne training, under Programs Of Instruction (POI) approved by HQ TRADOC. Field Manual 57-220 prescribes training for MC1-1 parachute.

c. Volunteers selected for the basic airborne course must meet the requirements in AR 614-110 and AR 614-200. Students temporarily medically disqualified who have completed at least one qualification jump will be processed under these regulations.

### **F-III-10. Advanced Airborne Training**

a. Commanders of airborne units will conduct advanced airborne training for all assigned personnel, as required, to meet the needs of the unit/activities concerned and to maintain individual

proficiency. This training will consist of orientation and teaching aspects of airborne and air transportability operations as follows:

- (1) Jumpmaster training and qualification, consistent with the airborne experience level of the individuals being considered.
- (2) Procedures for personnel airdrop from approved Army/Air Force aircraft supporting the activity.
- (3) Safety and emergency procedures.
- (4) Preparing, rigging, and marking supplies and equipment for an airdrop under the supervision of a qualified parachute rigger.
- (5) Techniques and procedures for recovery of supplies and equipment delivered by airdrop, to include derigging of loads.
- (6) Loading and unloading aircraft.
- (7) Drop zone assembly procedures and techniques, day and night.
- (8) Procedures and techniques for combination drops (tailgating).
- (9) Marshalling outloading.
- (10) Packing and rigging airdrop containers.
- (11) Drop/landing zone preparation, marking, and identification.
- (12) Local airborne Standing Operation Procedures (SOP).

b. Commanders will insure that unit jumpmasters are certified, refresher training is conducted, and safety provisions are observed during airborne exercises according to unit/school SOP. Certified jumpmaster is defined as a jumpmaster who has successfully completed formal jumpmaster qualification course and has performed jumpmaster, assistant jumpmaster or aircraft safety duties within six months.

c. Parachute qualified rigger personnel who have not done these duties for at least 12 months will receive refresher training from qualified rigger instructors.

d. School training for selected personnel in advanced airborne functions is available as follows:

- (1) USAQMS, Fort Lee, VA: Parachute Rigging and Packing, Maintenance, and Air Delivery; Joint Airdrop Load Inspector Certification Course; Standard Jumpmaster Course.
- (2) USATALS, Fort Eustis, VA: Air Transportability (General), Air Transportability Planning.
- (3) USAJFKSWCS, Fort Bragg, NC: The MFF Parachutist, MFF Jumpmaster.

e. Activities having an airborne training requirement are authorized to conduct schools and courses, as required, to include a jumpmaster course.

f. Qualified parachutists who have not made a military parachute jump within six months will

undergo refresher technical training as prescribed by the local commander before jumping.

#### **F-III-11. Military Free Fall (MFF) Training**

The MFF TRAINING (Commander, USAJFKSWCS, Fort Bragg, NC). A formal training/qualification course is conducted by the U.S. Army Special Warfare Centers. Before personnel may participate in military free fall parachuting, they must satisfactorily complete this course or a USAJFKSWCS validated course of instruction. Training Circular 31-19 prescribes doctrine, training methodology, techniques, and procedures used in the military free fall training parachute operations by U.S. Army Military free-fall capable unit.

a. Free-fall parachute qualified personnel who have not made a military free-fall in the last three months will undergo refresher training as delineated in TC 31-19.

b. Operating Altitudes for Training.

(1) Military free-fall training will be conducted at the safest altitudes for the mission.

(2) Military free-fall training will be limited to 25,000 feet above sea level. Requests for exception to this policy will be made through HQ FORSCOM (considered on a case-by-case basis). Activities concerned will conduct physiological training for MFF parachuting IAW AFI 11-403. Other equipment and procedures associated with such extreme altitudes will be followed IAW TC 31-19.

(3) The minimum parachute opening altitude for military free fall jumps will not be less than the minimum allowable setting for DA-approved automatic ripcord release (ARR) devices. See TC 31-19.

(4) Premeditated military free-fall water jumps may only be conducted with prior approval by HQ FORSCOM or the MACOM directing the operation.

c. Equipment Requirements.

(1) Military free-fall parachute jumps will be conducted using only DA-approved parachute assemblies (MTI series or parachute assemblies or the MC4) and allied equipment. The FF2 Hitefinder Automatic Ripcord Release (ARR) is an integral component of a military free-fall parachute assembly.

(2) Exceptions to the above are Army airborne testing agencies (USAJFKSWCS Military Free-Fall Instructors, and the U.S. Army Parachute Team) that possess a specific exception to this policy. Participation by Army personnel in free-fall parachute jumping for exhibition or competition is governed by AR 215-2.

(3) Military free-fall parachute jumps will not be made without the parachute being equipped with a DA-approved, calibrated, functional, and armed

**FORSCOM Regulation 350-1**  
**25 October 2002**

automatic ripcord release (ARR). Headquarters, FORSCOM will inform CDR AMC (DOY), Scott AFB, IL, of approved exceptions for coordination and authorization of appropriate tactical airlift unit(s) who will be supporting which jumps or tests. The U.S. Army Parachute Team and USAJFKSWCS Military Free-Fall Instructors are granted a permanent exception to this policy.

(4) Approved DA military free-fall parachute assemblies and allied equipment will not be modified except through MWO procedures by Army parachute riggers.

(5) The ARSOF units participating in OCONUS training with foreign military free-fall teams are authorized to receive training and use MFF equipment that has been adopted by that country, but only during predeployment and for the conduct of that mission's training.

d. Authorized Aircraft.

(1) Aircraft approved by DA for use in static line jumps are also approved for free-fall parachuting, providing DA approved jump procedures in FM 57-220 are used. Nonmilitary or nonstandard airframes must be approved by HQ, FORSCOM prior to use in MFF parachute operations.

(2) Aircrews must be qualified in special training requirements for military free-fall missions in accordance with service requirements.

e. This chapter does not apply to military sport parachute clubs or military sport parachuting which are governed by AR 215-2.

f. Demonstrations.

(1) It is DA policy that, when possible, VIP and other distinguished visitors should observe routine training activities instead of specifically scheduled demonstrations.

(2) When Air Mobility Command/Air Force Reserve resources are involved in routine training (including JA/ATT) that will be observed by VIP or other visiting groups, CDR, FORSCOM, will be notified in time to coordinate mission requirements.

(3) For the purpose of these policies, VIPs are:

(a) Heads of State.

(b) Departmental Secretaries, JCS, or their personal representatives or special assistants.

(c) Members of Congress and U.S. Cabinet Members.

(d) Governors of states and territories.

(e) Special DOD-level committees.

(f) Foreign general and flag officers and other officials of comparable rank.

(g) United States general and flag officers (designated VIP on an individual basis).

(4) Headquarters, FORSCOM will make the final determination of personnel not included as VIP above.

(5) The AR 360-61 provides guidance for military participation in civilian ceremonies, including parachute jumps.

**F-III-12. Unit Training**

a. Each airborne unit will participate in airborne assault exercises, as required, to maintain proficiency. These exercises will be conducted to enter into a ground tactical exercise and will include airdrop of equipment prescribed for the assault echelon. Units will be capable of cross loading tactically. Airborne unit integrity will be maintained and supporting/attached elements will be included in airborne assaults. Exercises will include appropriate phases of:

(1) Marshalling.

(2) Rigging of loads.

(3) Outloading.

(4) Parachute assault.

(5) Recovery of loads.

(6) Drop/landing zone assembly.

(7) Ground tactical exercise.

(8) Recovery, rehabilitation, and deployment of parachutes and allied air items.

b. Unit SOP for airborne operations will be kept by all airborne units. The SOP should contain general material not readily available in other published media and must be consistent with currently approved doctrine, tactical procedures, and concepts.

**F-III-13. Airborne Operations**

a. Policies governing airborne doctrine, techniques, and procedures are in FM 57-220. FORSCOM prescribes appropriate airborne procedures and techniques not otherwise published.

b. Aircraft Authorized for Airdrop.

(1) Unless otherwise specifically authorized, airborne/airdrop operations will be conducted only from U.S. military aircraft approved for airdrop operations.

(2) "Approved" aircraft are those military aircraft for which approved procedures for airdrop of personnel and material have been published in appropriate service technical manuals or technical orders.

c. Policy on airdrop of material for training is in Section VII.

d. Safety and Malfunctions Reporting.

(1) Activities concerned with airborne training will keep an updated file of accidents resulting in injuries or property damage from this type training

and parachute and allied equipment failure and malfunction.

(2) If an accidental injury or property damage incident to airborne training happens, DA Form 285, U.S. Army Accident Report will be completed and sent to CDR, FORSCOM, ATTN: AFPR-HRS, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062 under AR 385-40 with FORSCOM Supplement 1. The DA Form 285 is required even though the accident may have been reported through other means, such as "Casualty Report" (AR 600-10) or "Serious Incident Report, RCS PMG-114" (AR 190-40).

(3) If a parachute fatality occurs, procedures in Section II, TM 10-16700-201-23, will be followed.

e. Drop, Landing, and Extraction Zones.

(1) Airborne training must be conducted at approved drop, landing, and extraction zones.

(2) The airborne commander must approve such drop, landing, and extraction zones. Before approval, a designated airborne qualified officer/NCO with adequate experience to assess the area concerned must survey drop, landing, and extraction zones.

(3) Although drop zones may be approved for Army use without Air Force concurrence, a drop zone survey must be accomplished before an airdrop mission from an Air Force aircraft. The survey should be completed by the using unit (Unit whose equipment or personnel is being dropped). For exercises and joint training operations, the user must ensure the survey is completed and that the DZ meets their criteria for operations and safety standards. The user will take responsibility for the accuracy of the airdrop when the DZ size does not meet minimum criteria specified in Air Force publications. User must conduct a physical inspection of the DZ prior to use to ensure the topography and terrain characteristics will not endanger the personnel or equipment to be dropped and that structures will not be damaged by the airdropped load. The flying unit will conduct a safety-of-flight review to ensure there are no obstructions prohibiting over flight. If a DZ survey is done on an existing surveyed DZ to meet new run-in axis requirements, then only a safety-of-flight review is required.

(a) When conducting a survey the user will complete an Air Force Form 3823, Drop Zone Survey. The surveyor should be a member of the unit to use the DZ, however, a member of another unit may perform the ground portion of the survey if requested, i.e., a USAF member may perform the survey for use by an Army unit.

(b) To facilitate future use of surveyed drop zones, initial surveys will encompass the largest area

available and will not be limited by specific mission requirements.

(c) The ground operations approval authority (AF Form 3823, item 4d) is the surveyor's commander or designated representative. The approval authority is responsible for ensuring the information on the form is correct and ensuring the DZ meets the criteria for the airborne operation.

(d) Once the form is completed, including the safety-of-flight review, the approval authority will forward the survey to HQ AMC TACC/XOBC, 402 Scott Dr. Scott AFB, IL 62225-5302 within 72 hours. The AMC will include the DZ in the next update of the Assault Zone Availability Report, AZAR. The AZAR is a comprehensive list of approved assault zones (DZ, LZ, EZ) in use by the Department of Defense. Use of existing assault zones listed in the AZAR will expedite mission planning.

(4) Assault landing strips require Air Force Civil Engineer/CCT technical inspection before use; therefore, approval will depend on Air Force acceptance. All requests for landing zone surveys will be routed through HQ AMC TACC/XOBC, 402 Scott Dr. Scott AFB, IL 62225-5302. Survey requests must be submitted NLT 120 days before the operation and must include:

(a) Assault zone name.

(b) Geographical location (six digit UTM coordinates).

(c) Intended use, date of operations, and user availability for survey.

(d) Availability of maps.

(e) Units capability to provide surface/helicopter support for survey team.

(f) Point of contact and DSN number.

(5) Many phases of drop zone criteria are not outlined in official publications, since conditions that are a hazard to jumping are largely a matter of judgment influenced by status of training, mission, degree of acceptable risk, and other variables. The following are guides for conducting drop zone surveys for training missions.

(a) Size. Guidance for minimum drop zone size and criteria is in FM 100-27/AFM 2-50, and AFI 13-217. Drop zone minimum size criteria is based on single impact points. The use of multiple impact points will require survey of drop zone size relative to each impact point used.

(b) Surface. Drop zones should be relatively smooth, dry, and free of excessive ruts, potholes, erosion, and rocks. Soft or sandy soil is better than hardened clay-type soil; paved surfaces (concrete, asphalt) should be avoided.

(c) Vegetation. Drop zones should be free of excessive scrub growth and large trees. Tree height

**FORSCOM Regulation 350-1**  
**25 October 2002**

off drop zone should not mask the aircrew's vision of the drop zone on approach.

(d) Contour. Terrain with level or gently rolling gradual slopes is desirable. Sloping terrain should not block the aircrew's vision of the drop zone on approach.

(e) Obstacles. Generally, the drop zone and adjacent areas should be free of possible hazards to jumpers; however, ideal areas are seldom available and selection must be made "on site."

(1) On Drop Zone. Drop zones should be free of obstacles that are possible hazards to landing jumpers and equipment, such as fences, utility wires, tree stumps, ditches, and buildings.

(2) Off Drop Zone. Drop zones should be free from possible hazards to jumpers landing off the drop zone in adjacent areas such as lakes, power line, heavily traveled roads, and built-up areas.

f. Safety.

(1) Serious hazards should be reduced in the drop area (e.g., means to shut off high tension power lines, plans for the rescue of jumpers landing in deep water, and the need for road guards).

(2) Drop zone selection, particularly off military reservations, must consider the possible hazards to objects and people in the area presented by airdropped personnel, equipment, and supplies.

(3) Installations supporting night airborne operations will ensure local range regulations require night vision goggles (NVG) in the P250 equipment kit. The purpose is to allow the DZS0 to see a jumper's descent during periods of low light in order to determine wind drift.

g. Use of Army Aircraft for Airborne Training.

(1) Although familiarity with all support aircraft is essential for parachutist proficiency, airborne training, including proficiency jumps, normally will use U.S. Air Force aircraft.

(2) Using Army aircraft for airborne training should be minimized, except where it is required for the tactical situation or U.S. Air Force aircraft are not available.

h. Joint inspection airdrop loads will be per AR 59-4/AFI 13210/OPNAVINST 4630-24.

## **SECTION IV**

### **Airlift Support**

#### **F-IV-14. JA/ATT Airlift Request Procedures**

There are two methods for requesting JA/ATT airlift: The electronic and the manual method. The primary or electronic method is done utilizing the Internet system. The backup or manual method utilizes

FORSCOM Form 612-R, Request For JA/ATT Airlift and is performed as outlined in paragraph F-IV-14, b. below.

a. To request JA/ATT airlift support utilizing the primary or electronic method users must register their computer IP address with HQ AMC //XOBC//, DSN 779-3328, the proponent for the electronic method of JA/ATT aircraft. Once the user is registered with AMC he can access the HQ AMC TACC JA/ATT Home Page <http://140.175.95.191> and start the airlift request process via the Mission Entry Screen. Instructions for requesting JA/ATT airlift support are outlined in detail on the Web Page.

b. Manual requests for JA/ATT airlift support will be made on FORSCOM Form 612-R, Request for JA/ATT Airlift. Instructions for preparing this form are at Section VI. Reserve component unit requests are to be consolidated/validated by the appropriate CONUSA. Requests are processed in one of the following ways:

(1) Send six copies of each completed FORSCOM Form 612-R to CDR, FORSCOM, ATTN: AFOP-TRC, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062. Forces Command will process requests at the JA/ATT allocation workshop. Requirements will be sent to arrive at least 50 days before the operating month. For example, requests for August will arrive at HQ FORSCOM by 10 June.

(2) Active component units are authorized to send representatives to the JA/ATT allocation workshop to process their requests. Reserve Component units will be represented by the CONUSAs.

c. Requests for C-130 Combat Talon aircraft (MC-130) will be sent to CDR, FORSCOM, ATTN: AFOP-TRC, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062 at least 95 days before the operational month in which Combat Talon aircraft are required. Revision will be sent at least 65 days before operational month. Forces Command will determine the validity of the use of Combat Talon resources versus other AMC airlift in support of FORSCOM training requirements.

(1) The requesting FORSCOM units will get the necessary clearances/surveys for drop zones, recovery zones, FAA NOTAMS, and FAA waivers.

(2) Unprogrammed Army requests which do not meet the time criteria will be considered short-notice requests. Forces Command, AFOP-TRC will determine the validity of these requests.

(3) Requests will include:

Unit.

Number of personnel.

Drop zone location and description.

Date/time of primary and alternative drops.  
Concept of operation.

Detailed concept for the operational use of  
Combat Talon aircraft.

d. Requests for support from Army airlift resources will be sent through channels by letter giving necessary mission data. Requests should be processed at each subordinate level to determine availability of resources to satisfy the requirement. Requirements which cannot be met by resources available will be sent to CDR, FORSCOM, ATTN: AFOP-OV, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062. Requests for airlift support from activities other than those prescribed above will be sent to HQ FORSCOM, as required, after local coordination. Justification and requirements peculiar to the mission should be included in the requests on FORSCOM Form 612-R.

## **SECTION V**

### **Army Support of Air Force Training**

#### **F-V-15. GENERAL**

Air Force airlift units (Active Duty, Guard, and Reserve) providing aircraft for JA/ATT operations also have training requirements and must maintain proficiency in tactics and techniques which support air movement and airborne operations. Air Force Phase II and Phase III aircrew training requires Army units to support either directly or through participation in joint training initiatives (such as JA/ATT events). FORSCOM will ensure, within its capabilities, that all JA/ATT training events also meet Air Force training objectives, as jointly agreed.

## **SECTION VI**

### **Guide for Preparation of FORSCOM Form 612-R.**

#### **F-VI-16.**

Local reproduction of the request form is authorized. Camera-ready copies of FORSCOM Form 612-R are available from the local forms management office for reproduction on 8 1/2" x 11" paper.

#### **F-VI-17.**

Prepare separate requests for each individual mission. Five copies of each request are required. Use only the abbreviations and acronyms listed in Appendix 1, Annex C, AMC OPOD 17-76.

#### **F-VI-18.**

The following instructions for filling out the form apply:

a. Board/Line No. Corresponds to the line number from the board where the mission is posted.

b. Column A. The time and date the unit wants the aircraft available for onload and day mission is completed. In place time must be in Zulu. EXAMPLE: 27/1500Z - 28.

c. Column B. Requestor Leaves Blank. Sequence - number will be assigned by AMC.

d. Column C. Number and type of aircraft required for mission. EXAMPLE: 2/C130.

e. Column D. Number and type sorties required for mission. EXAMPLE: Two heavy equipment airdrops and two assault landings (2H/2A).

f. Column E. Requestor leaves blank. Assigned by AFRES/ANG representative.

g. Column F. The supporting wing completes. Total estimated flying hours for the mission including positioning and depositioning.

h. Column G. Unit Supported. EXAMPLE: 1/75 RGR, 10SFG, etc.

i. Column H. User Identification Code: (Available in front of monthly Appendix.) EXAMPLE: H1, I4, etc.

j. Column I. Complete itinerary of mission. Enter onload, drop zone/assault zone, offload locations. Use separate line for each entry.

k. TOT/TOA. Enter TOT/TOA in Zulu opposite appropriate Column I entry. If necessary list additional TOT/TOA in remarks.

l. Column J. Requestor leaves blank. The CCT assignment made by CCT representative if appropriate.

m. Column K. Requestor leaves blank. The ALCE assignment made by ALCE representative if appropriate.

n. Column L. Requestor leaves blank. Aircraft/CCT radio frequencies assigned by AMC if appropriate.

o. Block M. Include TOTs, drop altitudes, type parachute, number of jumpers, etc. Enter all information requestor wants published in the Appendix. EG: Inflight rigging, GMR, wedge, jump master directed, AMC Affiliation Training, EDRE, ARTEP, DZST, etc.

p. Block N. Number of aircraft requested by day. Boards and FORSCOM Form 612-R must agree; if data on the scheduling board changes, change the FORSCOM Form 612-R. Add positioning/depositioning days after wing validation and before final processing. Show carry over to next month as required. Note positioning/depositioning airframes are underlined.

EG: 2 2 2 2.

q. Block O. Indicates all special requirements. EG: Combat Control Team, Airlift Control Element, Crash Fire Rescue, Material Handling Equipment (K-loader, wide body loader, PAX stairs), Explosive or hazardous cargo, etc.

r. Block P. Mission contacts: Contacts must be available to coordinate mission, (i.e. not in the field). For reserve component missions, be sure contact is available during the week.

s. Block Q. Validation:

(1) Off-Post Training Coordination: Requesting unit will provide name of approving individual and phone number for off-post training coordination, if appropriate.

(2) Rigger/Air Item Support: Validated by supporting unit: Includes Jumper support.

(3) Combat Control Team: The CCT REP will certify all missions requiring a CCT and complete Column J.

(4) Airlift Control Element: The ALCE REP will certify all missions requiring an ALCE and complete Column K.

(5) Aerial Refueling: Validated by KC-10 REP.

(6) Wing/Group/Squadron: Validated by unit providing airlift. On multiple provider missions each unit must validate.

#### **F-VI-19. Multiple User Mission Procedure**

Primary user will accomplish the FORSCOM Form 612-R. In addition to para A-3 procedures, Column G and H will be completed for the secondary user. The TOTs will be identified by user and POC/telephone number will be provided for secondary user. An additional copy of FORSCOM Form 612-R will be provided to secondary user. Primary user is overall POC for mission.

### **SECTION VII**

#### **Airdrop of Materiel for Training**

##### **F-VII-20. General**

a. Airdrop of materiel includes parachute delivery and other air delivery modes where equipment or supplies are delivered from an aircraft.

b. This appendix allows, as much as possible, airdrop of serviceable equipment necessary for airborne activities to accomplish POI or test objectives. If restrictions are imposed on the live drop of equipment, they should not be imposed to the degree that training is significantly impaired.

c. The risk of damage to, or loss of, certain TOE items may be unacceptable in terms of

operational readiness if replacement items are not readily available from installation or depot assets. Consistent with training requirements, equipment which is not economical to repair should be used during heavy airdrops and artificial introductions of some TOE items on to the drop zones, when required. Further, consistent with training requirements and organizational integrity, standard B or C equipment will be dropped in preference to standard A.

##### **F-VII-21. Policy**

a. Airdrop of materiel is the only authorized and approved (U.S. Army and/or joint service) air delivery systems except where authorization was specifically granted for approved testing, evaluation, or other development activity.

b. Authority for the approval of air delivery of equipment is delegated to installation commanders and Commander, U.S. Army John F. Kennedy Special Warfare Center.

##### **F-VII-22. Responsibility**

a. Commanders will consider loss of equipment which cannot be readily replaced and critical repair parts for specific items of equipment before approval of airdrop.

b. Attention is directed to the possible criticality of certain light items of equipment such as communication, electronic, and weapons items not normally associated with "heavy drop." Authority delegated above adds responsibility for careful review of all items to be airdropped; special attention should be directed toward vehicular-mounted weapons and communications equipment as to whether these items are restricted from airdrop.

### **SECTION VIII**

#### **Army-AMC Affiliation Program**

##### **F-VIII-23. General**

a. This program provides informal liaison between AMC/ACC Wings and the United States Army, Navy, and Marine Corps.

b. For clarification, activity in the Affiliation Program is governed by the following types of affiliation:

(1) Type I - Command and staff orientation visits will be conducted annually and upon change of command. Quarterly affiliation training is authorized. Special training needs will be considered upon request.

(2) Type II - Command or staff orientation visits will be conducted annually and upon change of

command. Semiannual affiliation training is authorized. Special training needs will be considered upon request.

(3) Type III - Command or staff orientation visits will be conducted upon initial affiliation and thereafter as deemed appropriate. Annual training is authorized. Special training needs will be considered upon request.

(4) Type IV - Command or staff orientation visits will be conducted upon initial affiliation and thereafter as deemed appropriate. Affiliation training is authorized only when the affected unit is scheduled to participate in known operations.

(5) Type V - Command or staff orientation visits will be conducted annually and upon change of command. This category applies only to units affiliated with HQ AMC/NAF/ALD.

(6) Type VI - (Air Reserve Force (ARF)/Reserve Component (RC) units) ALCS staff orientation visits will be conducted upon initial affiliation and thereafter as deemed appropriate. Annual training is authorized. Actual frequency of training will be as mutually agreed upon by the ALCS and its affiliate.

(7) Type VII - (ARF/RC units) ALCS staff orientation visits will be conducted upon initial affiliation and thereafter as deemed appropriate. Affiliation training is authorized only when the affiliated unit is scheduled to participate in known operations. Approval authority is NGB or AFRES headquarters as appropriate.

c. During scheduled staff visits, joint training requirements are identified and action begun. Initial training is through staff seminars and planning sessions, during which unit movement plans are reviewed. Airlift requirements also are the basis for classroom instruction and air load training.

d. Through this training, potential airlift problems can be identified and action taken to resolve them. Preplanning and early identification of airlift requirements using AMC Form 551, plus the proficiency developed by Army units with their AMC/ACC affiliates working together, create an effective combat force which is able to respond immediately to contingency airlift requirements.

#### **F-VIII-24.Objectives**

a. To assure faster reaction to contingencies through close awareness of each other's mission, capabilities, and requirements.

b. To provide closer liaison between Army and airlift units to ensure early identification of potential loading problems involving personnel and equipment to be airlifted.

c. To provide closer joint training in airlift procedures to develop work routines that will enable

both Army and airlift units to establish an immediate unified team effort when short notice exercises or contingency airlift is required. To ensure the effectiveness of this objective, AMC wings will normally be assigned the onload ALCE responsibility for movements involving their affiliated units.

#### **F-VIII-25.Procedures**

a. Orientation, training, and exercises will be given when mutually acceptable to the Army units and their affiliated units. Even though the affiliation program and the JA/ATT program are separate, one closely complements the other. Accordingly, the majority of affiliation training activities can be accomplished in conjunction with scheduled JA/ATT missions.

b. New affiliations will be validated and approved through Army and AMC command channels. The primary consideration for affiliation will be the known commitments in support of contingencies requiring AMC airlift.

c. Questions regarding unit affiliation should be addressed to HQ AMC/DOOM, 402 Scott Drive, Unit 3A1, Scott AFB, IL 62225-5001 or DSN: 779-3393 or commercial (618) 229-3393.

## **APPENDIX G**

### **Air-Ground Operations Training**

#### **SECTION I**

##### **Air-Ground/TAC Air Training**

###### **G-I-1. Application**

This appendix applies to all FORSCOM Active and Reserve Component units for which the Commanding General, FORSCOM, has training responsibility, and provides guidance for conducting and supporting air-ground operations training.

###### **G-I-2. Objective**

To insure that Active Component combat arms units at battalion level and above attain proficiency in the proper application and integration of tactical air and space systems in support of ground forces and in the functioning of the air-ground and supporting joint/combined command, control, communications, computers, and intelligence (C4I) systems. Reserve Component combat arms units will use this appendix as a guide in planning and conducting air-ground operations.

###### **G-I-3. Definitions**

a. Live Fire. Any air activity that includes dropping, firing, and/or expending objects/projectiles from aircraft.

b. Training Ordnance. Practice munitions containing no explosive, pyrotechnic, or chemical agents. Exception: Practice bomb marking charges and target projectile-tracer (TP-T) rounds. Training ordnance may consist of either full-scale inert munitions or subscale specialized training munitions. Expenditure of training ordnance from Air Combat Command (ACC) aircraft is considered to be live fire.

c. Firepower Demonstration. A live fire event intended for spectators (either civilian or military). ACCR 55-26 (being phased out), AFI 11-214, and AFI 11-209/ACC Sup 1 apply.

d. Joint Live Fire Exercise. Live fire events for the primary purpose of joint training. AFI 11-214 applies.

#### **SECTION II**

##### **Conduct of Training**

###### **G-II-4. Participation**

Air-ground operations training will be conducted by infantry, air assault infantry, airborne infantry,

ranger, mechanized infantry, armored, armored cavalry, field artillery, air defense artillery, and combat engineer units as required by current Army Training Policies and Guidance.

###### **G-II-5. Training Guidance**

Sufficient training in air-ground operations will be conducted by combat units to accomplish the basic objective as stated in paragraph G-I-2, above. Air-ground operations training will be integrated with other tactical training on a continuing basis.

###### **G-II-6. Training Plan**

a. Preliminary training will include the following subjects:

(1) Aircraft recognition, to include identification of friendly and enemy manned and unmanned aircraft by type (i.e., fighter, bomber, rotary, wing, unmanned aerial vehicle (UAV)).

(2) Procedures for marking friendly positions to help recognition and identification of friendly units by supporting tactical aircraft.

(3) Procedures for identifying, nominating, coordinating, and marking close air support (CAS) targets.

(4) Command and staff procedures for processing requests for tactical air support.

(5) Principles and procedures for obtaining anti-aircraft fires.

(6) Procedures for Suppression of Enemy Air Defense (SEAD).

(7) Command post exercises to test communications and command and staff procedures related to air-ground operations.

(8) Command and staff procedures for integrating air defense artillery (ADA) with the integrated air defense system (IADS), coordinating airspace control requirements and solving conflicts with corps and division Airspace Management Element, theater air defense air space management, and civil-military air traffic control (ATC) elements.

b. Air-ground operations training will progress through the following phases:

(1) Phase I.

(a) This phase consists of orientation and indoctrination or refresher training for commanders, staff officers, and noncommissioned officers whose duties require knowledge of the functions and procedures of air/ground operations.

(b) Phase I training may be given by a Terminal Attack Controller (TAC) attached to brigade or higher headquarters, or implemented by requesting a Non-resident Instruction (NRI) team from the USAF Air Ground Operations School (USAFAGOS). Direct coordination is authorized

with the Chief, Academic Division, USAFAGOS, to determine the date for an NRI team, which is mutually agreeable to USAFAGOS, and requesting unit. Following initial direct coordination and determination of agreeable presentation dates, requesting unit will confirm the requirement for NRI by letter/message, to USAF AGOS, Nellis AFB, NV, 89191-6081 with information copy to CDR, FORSCOM, ATTN: AFOP-TRO, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062. Requested location and date(s) of NRI training; approximate number of attendees; and name, grade, and telephone number of unit contact officer will be included. Additional information on unit support required and the scope and curriculum of the NRI is at Section IV.

(2) Phase II consists of the integrated use of tactical air support in battalion and higher-level unit training exercises. The objective is to provide practical training for commanders and staffs in selecting suitable air targets and the procedures for requesting tactical air support and coordinating those missions with ground action. Details for conducting air-ground operations training during battalion and higher level exercises are in Section V.

(3) Phase III consists of a live fire training exercise with tactical aircraft. This training is normally limited to one such exercise per division annually and is scheduled to permit observation by as many combat units as practicable. Also, these exercises are scheduled in support of air-ground operations training conducted at combat arms schools. Phase III training will be conducted at a location where the impact area conforms to current Air Force safety regulations.

c. Air-ground operations will be integrated into field exercises, maneuvers, and command post exercises of battalions and larger units whenever practicable and will provide for the use of tactical air support, either with live or simulated ordnance. To insure maximum effectiveness, training will be conducted under an SOP to be maintained by the unit. The SOP will provide for the following, as applicable:

- (1) Preparing a close air support plan.
- (2) Preparing a tactical air reconnaissance plan.
- (3) Using tactical air reconnaissance: Side-looking airborne radar (SLAR), infrared (IR), visual, and photographic. Emphasis will be placed on aerial surveillance and reconnaissance missions as an element of target acquisition for subsequent attack by Army or Air Force delivered weapons.

(4) Plans for special type air missions (e.g., night illumination, smoke of target area, and leaflet drops by aircraft).

(5) Using Terminal Attack Controllers (TACs) to control live or simulated air attacks.

(6) Principles and procedures for obtaining anti-aircraft fire.

(7) Principles and procedures for Suppression of Enemy Air Defense (SEAD).

(8) Participation of Air Force personnel throughout the planning and execution phases of field command post exercises involving division and larger units.

(9) Training signal units and organic communications personnel in establishing and operating communications in support of air-ground operations.

(10) Training Military Intelligence (MI) units in photo and imagery interpretation and issuing results.

(11) Plans for establishing Ground Liaison Officer (GLO) and Air Reconnaissance Liaison Officer (ARLO), and Terminal Attack Controller (TAC) communications nets (divisions and corps).

(12) Principles and Procedures for coordinating Airspace Requirements.

#### **G-II-7. Responsibilities of Commanders**

a. Implement unit training outlined herein. Emphasis will be placed on using supporting aircraft efficiently.

b. Establish procedures within units authorized G2 Air and G3/S3 Air positions to assign personnel to those positions as primary duty. Using schools listed in paragraph G-II-10 below will aid in qualification of such personnel.

c. Train personnel whose duties in field and command post exercises require knowledge of joint air-ground operations in both individual and team functions.

#### **G-II-8. Safety**

See Section VI for Air Force munitions safety regulations. When ground troops are employed in live fire exercises, measures to be taken to insure that impact and ricochet areas are clear of personnel will include, but not limited to, the following:

a. Range guards equipped with red smoke grenade to signal an emergency.

b. Air sweeps over the area using loud speakers to warn personnel of impending live fire.

c. Procedures for verifying the accounting of all unit personnel not physically present in the unit area.

**G-II-9. Ground Liaison Officer (GLO) Augmentation Teams**

a. Permanent GLO (representatives of the U.S. Army) are attached to certain ACC and AMC organizations to advise and assist the Air Force unit commander. Information on the assignment and general duties of these liaison officers is in FORSCOM Regulation 614-2.

b. The GLO augmentation team requirements for exercises will be filled by teams from participating Army units. Augmentation requirements above the capability of participating units will be requested from HQ FORSCOM. A pre-exercise or contingency orientation will be conducted by the supported unit for participating GLO personnel. The orientation will inform the GLO personnel of the unit air-ground SOP, communication channels, objectives, and concept of operations. Communications support will be given the GLO team enough time in advance of an exercise or contingency mission to insure that equipment is adequate and operators are qualified.

**G-II-10. Schools**

a. The USAF Command and Control Training Innovation Group (USAF C2TIG), Hurlburt Field, FL. The Joint Aerospace Command and Control Course (JAC2C). JAC2C is a three-week course for training selected officers to perform duties in joint operations of ground and tactical air units pertaining to planning and coordination tactical air support.

b. The USAF Air-Ground Operations School (USAFAGOS), Nellis Air Force base, NV.

(1) Joint Firepower Course (JFC). JFC is a two-week course for Air Force BALO/FAC (A) and for selected Army officers and NCOs who perform duties in the Army Air-Ground System at company, battalion, and brigade level. Trains concepts, doctrine, procedures, and techniques for integrating combat firepower in joint operations.

(2) Terminal Attack Controller Course. TACC is a three week course that trains Tactical Air Command and Control Specialists (TACCS) (Air Force Specialty Code (AFSC) 1C4XX), Special Tactics Teams (STT) officers (AFSC 13DXX), and STT Combat Controllers (AFSC 1C2XX) to be ground terminal attack controllers (TACs). Emphasis is on tactics, techniques, and procedures to request, coordinate, and control air-delivered munitions in support of ground operations.

(3) Air Liaison Officer Qualification Course (ALOQC). ALOQC is a three-week course that prepares Air Force officers for operational staff duty with Army maneuver units as ALOs, and Theater Airlift Liaison Officers (TALOs). Provides students

with understanding of Army operational doctrine and how to use airpower in support of land warfare objectives. Note: the first nine days of JFC, TACC, and ALOQC are taught concurrently.

(4) Forward Air Controller (Airborne) (FAC(A)) Course. A five-day course that prepares Air Force officers as a FAC (A), an airborne extension of the tactical air control party. Emphasis is on planning and coordination at tactical operational levels, and integrating Air Force air support into Army operations up to and including the division level.

(5) The JFC is available to Active and Reserve Component officers and NCOs who have actual or anticipated assignments to positions within or supporting the Army Air-Ground System and who have the prerequisites in DA Pam 351-4.

c. United States Army Intelligence School. The Aerial Surveillance Officer Course, which awards an MOS 35C to successful graduates, is conducted at Fort Huachuca, AZ. Officers assigned or scheduled for assignment of G2 Reconnaissance and Surveillance (R&S) duties should attend this course and the BSC.

d. Personnel attending the above courses must have a SECRET clearance.

e. In addition to the above courses, air-ground operations subjects are emphasized in officer courses at the various Army service schools.

**SECTION III**

**Requests for Tactical Air Support**

**G-III-11. General**

Tactical air support for Army training can be obtained by the following methods:

a. Informal requests may be used to secure close air support (CAS), tactical air reconnaissance (TAR), and FAC (A) aircraft for joint training when the execution date is within 12 months of the date of the request. The type and number of sorties to be requested will not exceed eight CAS and/or six TAR sorties per day in support of any one training operation. Requests which require AMC airlift support for staging of ACC forces must be submitted as a formal request.

b. Formal requests will be used to secure air support for joint training when the execution date is beyond twelve months of the date of the request or one or more of the following conditions exist:

- (1) Airlift aircraft are requested.
- (2) The TACS control elements are not in-being, or if in-being, elements must be deployed/augmented with personnel/equipment to

provide command and control as directed by applicable directives or implied by current doctrine.

(3) The requirement for CAS/TAR/FAC(A) aircraft exceeds the provisions of above and/or requires airlift support for deployment or redeployment.

(4) Operating from other than a ACC/ANG base and a formal letter of agreement is not in-being between the numbered Air Force and host base.

c. During AT, Reserve Component units requiring ALO/TACP augmentation will send requests to CDR, FORSCOM, ATTN: AFOP-TRO, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062, 360 days before the month in which support is required.

### **G-III-12. Informal Request System**

#### **a. Close Air Support**

(1) General. Normally, non-ordnance close air support missions are provided by the tactical fighter unit closest to the requesting agency to satisfy Air Force daily system requirements.

(2) Procedure. Informal requests for Joint CAS will be submitted in the CAS Request (CASREQ) message format depicted in Joint Pub 3-09.3, with a letter outlining the TACP support to be provided. The request will also include minimum desired loiter timeover the target, in addition to AT, AFTER, and NLT. Care must be taken to include all elements required for mission execution. The senior TAC will forward the requests to HQ ACC/DOOT not later than 21 days prior to the first mission date. HQ ACC/DOOT will assign available aircraft to the mission. If no aircraft are available, or if time on target must be adjusted, HQ ACC/DOOT will notify the senior TAC.

#### **b. Tactical Air Reconnaissance Support.**

(1) Informal requests for aerial reconnaissance in support of Army training are submitted using the DD Form 1975 Joint Tactical Air Reconnaissance/Surveillance Request Form.

(2) Effective use of this system is desired, even though it must be expected that training and other commitments will occasionally preclude the availability of aircraft. In addition to training Army personnel in the Air Force reconnaissance request system, commanders may receive aerial reconnaissance of their own training activities. The FTX, ORTT, and ARTEP are examples of proper training periods for using this support. Suggested targets include artillery positions, field bivouac sites, command posts, motor parks, and supply storage areas. Through analysis of visual reconnaissance reports and aerial photography, units can determine

strengths and weaknesses in related training such as camouflage discipline and security.

c. Safety. Units requesting close air/tactical air reconnaissance support, using informal request system, will get range clearance for the mission before submitting requests. Call sign and UHF frequency of range control will be included in remarks/special instructions of the requests.

d. Necessary Coordination and Aircrew Briefing. The requirements in paragraph G-III-13b and c. below also apply to the informal request system.

### **G-III-13. Formal Request System**

a. General. This system will be used to obtain support when early coordination indicates requests cannot be supported by the informal request system.

(1) Formal requests are submitted to installation commanders for consolidation and review before sending to CDR, FORSCOM, AFOP-TRO, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062. AFOP-TRO will forward requests to HQ ACC/DOOT, Langley AFB, VA., with prioritization of requests if necessary to deconflict training events.

(2) Routine requests will be submitted not later than 360 days before the month in which the mission(s) will be flown.

(3) Requests for live fire close air support will be submitted not later than 360 days before the month in which the mission is to be flown and will include additional information required in paragraph G-III-14 below.

(4) All requests and forecasts will be consolidated at installation level. The TRADOC installations will forward requests for FORSCOM, AFOP-TRO, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062 to arrive within 360 days before operating month.

(5) Army Reserve units desiring close air and/or tactical air reconnaissance support will send formal requests through channels, to CDR, FORSCOM, ATTN: AFOP-TRO, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062 using the same format and procedures as above.

(6) The ARNG requests for non-ordnance CAS, TAR, ALO/FAC support and joint training during IDT, AT, CPX, and FTX should be sent to Tactical Employment Section, ANG Field Support Center, Edgewood Arsenal, Aberdeen Proving Ground, MD 21010.

b. Coordination. Requests for combat air support joint training are processed by HQ ACC/DOOT using the Consolidated Planning Order (CPO) that tasks units to provide requested support.

**FORSCOM Regulation 350-1**  
**25 October 2002**

After requests are approved by appropriate USAF agencies, the designated Air Force supporting unit will contact the requesting unit/activity/school. Specific information relating to the mission(s) should be exchanged and final coordination completed at this time.

c. Aircrew Briefings. The GLO attached to the selected fighter wing will insure that aircrews are briefed on the general plan for the ground maneuver, the fire support plan, position and size of friendly forces, and front line identification. The GLOs are authorized direct coordination with the requesting unit for getting detailed information necessary for aircrew briefings. The GLO will also insure that crews are given appropriate maps of the area, annotated to show such items as troop locations, target locations, and restricted areas. For live fire exercises, the GLO will get a copy of the support plan and inform aircrews of control and safety measures for movement of troops in the vicinity of designated impact areas.

d. Changes/Cancellations. Every effort should be made to insure that requests are submitted within the time criteria stated. Late or unprogrammed requests that do not meet the criteria will be termed short-notice requests, and use the informal request process. Cancellations of firm requests after aircraft have been allocated for support will be sent to CDR, FORSCOM, AFOP-TRO, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062 with complete justification and kept to minimum. Information copies of all correspondence will be sent to HQ ACC/DOOT, Langley AFB, VA, 23665 ATTN: DOO.

**G-III-14. Policy for Requesting Live Ordnance**

a. Live ordnance used in support of Army unit training normally will be limited to Phase II and Phase III training.

b. Requests will be submitted not later than 60 days before the month in which the mission is to be flown.

c. Requests will specify the type of target to be attacked and identify range restrictions that may effect the selection of alternative ordnance. For example, armor in the open, target approved for MK-82, 20MM, 30MM, and 2.75 inch rockets.

**G-III-15. Exemption**

Requests for support in this Appendix are RCS exempt: paragraph 5-2n, AR 335-15.

**INFORMATION REQUIRED FOR JOINT TACTICAL AIR STRIKE REQUEST**

(Refer to Joint Publication 3-09.3, JTTP for CAS)

**MISSION REQUEST**

(Figure 1)

TITLE AND ELEMENT(S)	EXPLANATION
Line 1. Unit called	1. Identifies the unit called by (Identifier) unit designation/call sign/pre-assigned number.
This is (Identifier)	Identifies the request originator by unit designation/call sign/pre-assigned number.
Request number	Indicates the originator's request number in series.
Sent	Indicates the time and the individual who transmitted the request.
Line 2.	2. A. For preplanned requests, assignment relative to stated numerically in B & C Priority
A. Precedence indicates the requestor's his/her other requests descending order of importance.	B & C. Use numerical designation below to define the tactical situation for preplanned (B) or immediate (C) requests.
Priority--The requestor will establish the priority. The categories of mission priority are:	
Priority No	Priority
1	Emergency
	Targets which require immediate action and supersede all other categories of mission priority.
2	Priority
	Targets which require immediate action and -supersede routine targets.
3	Routine
	Targets of opportunity, targets which do not demand urgency in execution.
Received	Indicates the time and the individual who received the request.
Line 3. Target is/Number of	3. Describes the type, approximate size, and mobility of the target to be attacked. Specify, even if a rough estimate, # of targets, i.e., 10 tanks or size of target area, i.e., personnel on a 500 meter front.
Line 4. Target Location is	4. Locates the target by using the military grid reference system prescribed for the area concerned.

SECTION I - (MISSION REQUEST) Figure 1 (Continue)

**FORSCOM Regulation 350-1**  
**25 October 2002**

- |                                  |   |
|----------------------------------|---|
| A. Coordinates                   | A. Locates a point target or starting point.  |
| B. Coordinates                   | B. When used in conjunction with A provides from _____ to _____ coordinates.                          |
| C. Coordinates                   | C. When used together with A and B, provides a route.   |
| D. Coordinates                   | D. When used together with A through C, provides a route or describes a target area.                  |
| E. Target Elevation              | E. Target elevation in feet above sea level.  |
| F. Sheet No.                     | F. Self-explanatory.  |
| G. Series                        | G. Self-explanatory.  |
| H. Chart No                      | H. Self-explanatory.  |
| Checked                          | Indicates with whom target information has been cross-checked.  |
| Line 5. Target Time/Date         | 5. Indicates the time/date when the air strike is requested.  |
| A. ASAP                          | A. As soon as possible.   |
| B. NLT                           | B. The target is to be attacked before, but not later than the time indicated.                        |
| C. At                            | C. Indicates time at which target is to be attacked.  |
| D. To                            | D. Denotes end of period of time in which support such as airborne alert or column cover is required. |
| Line 6. Desired Ordnance/results | 6. Indicates the requestor's desired air strike results.  |
| A. Ordnance                      | A. Desired ordnance   |
| B. Destroy                       | B. Self-explanatory.  |
| C. Neutralize                    | C. Self-explanatory.  |
| D. Harass/Interdict              | D. Self-explanatory.  |

SECTION I - (MISSION REQUEST) Figure 1 (Continue)

- |                       |   |
|-----------------------|---|
| Line 7. Final Control | 7. Identifies the final controller (e.g., TAC, FAC (A)) who will conduct the briefing and control the release of ordnance.  |
| A. FAC/RABFAC         | A. Transmit the type of terminal control.   |
| B. Call Sign          | B. Call sign of terminal controller.  |
| C. Frequency          | C. Recommend TAD frequency that is usable on the FEBA.  |
| D. Fix/Control Point  | D. Military grid coordinates and/or NAVAID fix of a control point which is the furthest limit of an attack aircraft's route of flight prior to control by the final controller. |

- |                |  |
|----------------|--|
| Line 8 Remarks | 8. Allows incorporation of briefing information not included elsewhere in the request. Enter data for the standard CAS brief. Those items may include, but are not limited to the following. |
|----------------|--|

1. IP \_\_\_\_\_
2. HDNG \_\_\_\_\_ MAG: Offset L/R
3. Distance \_\_\_\_\_
4. TGT Elevation \_\_\_\_\_ Feet MSL
5. TGT Description \_\_\_\_\_
6. Tgt Location \_\_\_\_\_
7. Mark Type \_\_\_\_\_ Code \_\_\_\_\_
8. Friendlies \_\_\_\_\_
9. Egress \_\_\_\_\_
10. BCN-TGT \_\_\_\_\_ MAG BCN-Grid \_\_\_\_\_ / \_\_\_\_\_
11. BCN-TGT \_\_\_\_\_ Meters Tgt Grid \_\_\_\_\_ / \_\_\_\_\_
12. BCN Elevation \_\_\_\_\_ Feet MSL

## **SECTION IV**

### **USAFAGOS Nonresident Instruction (NRI)**

#### **G-IV-16. Purpose**

The NRI program instructs selected Army and Air Force personnel of field units and tactical organizations in the fundamentals of joint air-ground operations. This instruction is classified as Phase I training and outlined in paragraph G-II-6b (1), this Appendix.

#### **G-IV-17. Scope**

The NRI teams made up of Army and Air Force Instructors present courses of instruction at the home station of requesting military units. The presentation is a grouping of units of instruction presented in the Joint Firepower Course at the Air-Ground Operations School and is used to inform selected personnel of the techniques, methods, and procedures by which the Air Force and Army plan, integrate, and conduct their efforts in joint operations. During this instruction, the Theater Air Control System/Army Air-Ground Systems and related subjects are graphically portrayed.

#### **G-IV-18. Curricula**

The curricula for NRI presentations are based upon doctrine, concepts, and procedures approved by U.S. Army and USAF. Emphasis is at the JTF level and coverage includes air-ground procedures for subordinate units.

#### **G-IV-19. Unit Requirements**

To be most effective, the NRI audience should not exceed 200. If instruction is desired for more than 200, consideration should be given to multiple presentations. The team will require the following unit support and coordination requirements:

- a. Theater, classroom, or similar facility that can be darkened.
- \*b. Two electrical outlets on or near the stage.
- \*c. Two heavy duty power cords about 50 feet long.
- d. Access to all house and stage light switches.
- \*e. Two lecterns with lights and pointers.
- \*f. A public address system with microphone at each lectern if facility seats over 250.
- g. Audience seating should be arranged, when possible, so that no one is seated further than 75 feet from the training aids.
- h. Access to presentation facility upon arrival of NRI members for training aid setup and checkout,

to include necessary security if equipment is to be left unattended.

\*i. Access to a classified storage area upon arrival of NRI members for proper securing of classified materials.

j. An audiovisual aids technician, if available, to assist in initial setup and standby during presentations.

k. Necessary billets for NRI members.

l. Transportation for NRI members to and from airfield, dining facility, presentation area and between billets.

m. Recommend telephone coordination between host unit project officer and AGOS before NRI team arrives to complete arrangements.

\*As required.

#### **G-IV-20. Request Procedures**

The following information will be sent to the USAFAGOS with the request for NRI:

- a. Branch of service (Army, AF, Navy, civilian, other).
- b. Status (Active, National Guard, Reserve).
- c. Relationship to Theater Air Control System/Army Air-Ground Systems (TACS/AAGS) (AF-TACS organization, fighter wing, etc., Army - infantry, armor, etc.).
- d. Reason for NRI request.
- e. Presentation date (desired and alternatives).
- f. Availability of funding (requesting organization, exercise, other).
- g. Location (include relationship to military/civilian airport).
- h. Size of audience.
- i. General background and experience of audience.
- j. Quarters (type, distance to presentation facility).
- k. Messing (type, distance to presentation facility).
- l. Transportation (type for TDY duration).
- m. Availability of 16mm movie projector/35mm projectors.
- n. Requesting unit point of contact (name, grade, organization, and phone numbers).

NOTE: Using this checklist will let USAFAGOS more accurately validate NRI requests and structure instruction to more fully meet the requirements of the requesting organization.

## **SECTION V**

### **Air-Ground Operations Training During Battalion and Higher Level Exercises**

#### **G-V-21. Air-Ground Training**

The following elements of air-ground training are to be incorporated into ARTEP and field exercises:

a. The coordination functions of the Air Support Operations Center (ASOC), Corps Tactical Operations Center (CTOC), and Aerospace Operations Center (AOC), described in paragraph G-2-2 below, will be written into exercises instructions. These functions may be actual or simulated depending upon the availability of personnel and equipment. Whenever possible, these elements will be used in a CPX before actual employment in the field.

b. General and special situations will include enough information to set up an aggressor and a friendly air situation.

c. Provisions will be made for targets suitable for attack by air (e.g., tanks, heavy gun emplacement, pillboxes, fortified positions, and troop formations). For live ordnance missions, targets may be represented by silhouettes, wood frames, or salvage materiel, and should resemble the physical characteristics (shape/size) of actual targets. The ACCR 55-26 (being phased out) and AFI 11-214 give procedures for live ordnance training exercises. Safe separation distances/weapons footprints are found in AFI 13-212, Volume 3, Safe-Range Program Methodology.

d. When requested by the forward air controller (airborne) FAC (A) or terminal attack controller (TAC)), panels will be displayed to mark front lines, and smoke or flares will be used to identify targets. The tactical aircraft flight leader will report on his ability to identify these markings.

e. For unilateral Army unit training, including operational readiness testing, close air support will be obtained through the informal and formal request systems described in paragraphs G-III-12 and G-III-13, this appendix. Upon approval of a mission to support such training, direct coordination between the supporting and supported unit will be carried out at the earliest possible date.

#### **G-V-22. Air-Ground Coordination Procedures**

a. General.

(1) The responsibility for the coordination of joint air-ground operations is shared equally by the Air Force and Army Component commanders.

(2) The theater air C2 system used by the Air Force is the Theater Air Control System (TACS).

The supporting C4I system used by the Army is the Army Air-Ground System (AAGS). The primary elements of TACS which are directly involved in the joint air and space operations planning and execution process are the AOC, Control and Reporting Center (CRC), Airborne Warning and Control System (AWACS), Joint Surveillance Target Attack Radar System (JSTARS), ASOC, and tactical air control parties (TACP). The AOC is the senior air operations element of the TACS located at the component level and is essentially the air component commander's command post. The ASOC is the air control element designed to operate with a corps or independent division Tactical Operations Center.

(3) The main function of the ASOC is to coordinate air support for the Army and to satisfy immediate requests from land forces through subordinate TACPs for direct air support. Allocation of direct air support mission sorties for "immediate" requests are determined by the ground commander based on the apportionment of tactical air support approved by the joint commander. The immediate sorties are normally under the operational control (OPCON) of the AOC and are scrambled/launched as directed by the ASOC in response to Army requests. The ASOC is integrated with, and works and moves with the TOC of the associated Army unit that is provided tactical air support.

(4) The TACP is an Air Force forward operations team which functions with the land forces. They are attached to corps, divisions, brigades, armored cavalry regiments, maneuver battalions, and cavalry squadrons. The TACS assigned to the TACPs are essentially extensions of the ASOC with the important mission of advising the Army commanders on all aspects of tactical air operations, sending and receiving immediate requests, and coordinating, and controlling tactical air support furnished to land forces. Normally, TACP authorizations for unit training, exercises, and contingency operations are as indicated below.

#### **CORPS TACP (usually 19 personnel)**

- 1 - Corps Air Liaison Officer (Commander)
- 1 - Chief Enlisted Manager (E-9)
- 4 - Air Liaison Officers (ALO)
- 1 - Theater Airlift Liaison Officer (TALO)
- 1 - Intelligence Officer
- 1 - Communications Officer
- 7 - Tactical Air Command and Control Specialists (TACCS)
- 1 - Intelligence Specialist
- 1 - Personnel Specialist
- 1 - Admin Specialist

**Division TACP (usually 29 personnel)**

- 1 - Division ALO (Commander)
- 6 - ALOs
- 1 - TALO
- 1 - Air Operations Supervisor (E-7)
- 7 - TACCS
- 6 - Radio Maintenance Specialists
- 1 - Power Production Specialist
- 1 - Vehicle Maintenance Liaison
- 2 - Supply Specialists
- 1 - Personnel Specialist
- 2 - Admin Specialist

**Armored Cavalry Regiment TACP (usually 24 personnel)**

- 1 - Regiment ALO (Commander)
- 2 - ALOs
- 1 - TALO
- 1 - Air Operations Supervisor (E-7)
- 13 - TACCS
- 2 - Radio Maintenance Specialists
- 1 - Vehicle Maintenance Liaison
- 1 - Supply Specialists
- 1 - Personnel Specialist
- 1 - Admin Specialist

**Organic maneuver Bde TACP (usually 7 personnel)**

- 1 - Brigade ALO (Commander)
- 1 - ALO
- 5 - TACCS

**BN/Sqdrn (usually 4 personnel)**

- 4 - Battalion ALO (BALO) and/or TACCS

**Independent or Separate Brigade/Regiment TACP (usually 15 personnel)**

- 1 - Brigade ALO (Commander)
- 1 - ALO
- 1 - TALO
- 1 - Air Operations Supervisor (E-6)
- 4 - TACCS (1 TAC)
- 2 - Radio Maintenance Specialists
- 1 - Power Production Specialist
- 1 - Vehicle Maintenance Liaison
- 1 - Supply Specialist
- 1 - Personnel Specialist
- 1 - Admin Specialist

**Independent or Separate Battalion/Squadron TACP (usually 5 personnel)**

- 5 - BALO and/or TACCS

**Air Support Operations Center (ASOC) (Corps TACP Support) (usually 88 personnel)**

- 1 - ASOC Commander
- 1 - First Sergeant (E-8)
- 6 - ALOs (Fighter Duty Officers)
- 2 - Intelligence Officers
- 2 - Communications Officers
- 16 - TACCS (Fighter Duty Technicians)
- 2 - Intelligence Specialists
- 13 - Wideband SATCOM Specialists
- 6 - Computer CRYPTO Specialists
- 7 - Radio Maintenance Specialists
- 9 - Computer System Administrators
- 3 - Supply Specialists
- 7 - Vehicle Maintenance Specialists
- 1 - Vehicle Dispatch Specialist
- 8 - Power Production Specialists
- 1 - HVAC Specialist
- 1 - Logistics Planner
- 2 - Admin Specialists
- 1 - Personnel Specialist

(5) The AAGS is organized and equipped to determine Army requirements for; recommend allocations of; and plan, process, evaluate, and coordinate requests for tactical air support. It provides the means through which coordination of the tactical air support effort with land forces operations can be achieved as well as for the exchange of intelligence between Army and Air Force components. The AAGS is organized with air-ground operations and intelligence personnel at the principal Army commands and Army liaison personnel with Air Force installations or agencies, all supported with necessary communications. Detailed coordination of tactical air support at corps and division levels is made by the TSO and G3, Air elements, the FSE, and Air Force representation (TACP or ASOC). Other tactical operations center elements concerned with air-ground coordination are the CAME and DAME. At brigade/regimental and battalion/squadron levels, tactical air support coordination is made by the S2, S3 Air, FSE, and TACP. Final coordination of Army requirements is made by the Battlefield Coordination Detachment (BCD) at the AOC.

(6) The planning and execution procedures used during air-ground operations are published in

Joint Publication 3-09.3, Joint Tactics, Techniques, and Procedures for Close Air Support (CAS) that governs joint operations, AFI 11-214, Air Operations Rules and Procedures that governs aircrew training requirements, and FM 100-103-2, Mult-Service Procedures for Theater Air Ground System.

b. Close Air Support. Close air support in joint operations is provided by the U.S. Navy, U.S. Air Force, and U.S. Marine Corps. Close air support missions may be requested on either a pre-planned or immediate basis.

(1) Pre-planned Mission Request. By definition is a request for an airstrike on a target that can be anticipated sufficiently in advance to permit detailed mission coordination and planning. Pre-planned missions are scheduled missions that are included in an air tasking order (ATO) to be executed at a time requested by the supported unit. These requests are done well in advance as part of the ATO planning cycle. They are submitted through the fire support coordination element at each echelon of command up to the AOC for final approval. There are two categories of pre-planned requests.

(a) Scheduled Requests. Scheduled requests have assigned targets, desired times over target, proper weapons loads, and are assigned to specific Army units.

(b) On-Call Requests. On-call requests identify an anticipated requirement for CAS to be available during a period of time. They may be either ground or airborne alert status. These are the missions used most often for immediate requests.

(2) Immediate Mission Request. By definition is a request for an airstrike on a target that, by its nature, could not be identified sufficiently in advance to permit detailed mission coordination and planning. They arise from situations that develop during a battle. Requesting commanders use immediate CAS to exploit opportunities or protect the force.

(a) Pre-planned scheduled sorties launch at their scheduled time, check in with the ASOC for any updates, and are then sent to the appropriate TACP to control the final attack on the assigned target. The requester may want to change the target and/or target data for his pre-planned mission. This can be done by completing Section 1 of the JTAR (Figure 1) and sending it through the requester's channels to the ASOC.

(b) Immediate mission request procedure. The requestor will complete Section I of the request form. Tactical air control parties will transmit the data to the ASOC over the Air Force Air Request Net (AFARN).

(c) Either type of mission request may originate at any command level of the supported ground

force. The requestor will provide the required information at Figure 1, Joint Tactical Air Strike Request, to submit a request for close air support.

(d) The TACPs at intermediate echelons monitor and acknowledge receipt of these transmissions and coordinate the requests with Army FSCoord at each level. If any Army echelon above the initiating level disapproves a request for any reason, the ASOC notifies the TACP and request is canceled. Silence will signify approval. The Army and Air Force component commanders specify an appropriate time interval for the request to be disapproved by an intermediate agency. If the request is not disapproved and resources are available, the mission will be flown and the requesting unit will be notified immediately through the air request net (AFARN). Army units will be advised of requests that cannot be flown. Rapid coordination is made with the TOC if diversion of a pre-planned air support mission must be made to accomplish the immediate request. The ASOC will keep the Army commander advised at all times as to the number of sorties and aircraft available or on air or ground alert for immediate support missions.

(e) Upon arrival of aircraft in the target area, the following sequence of events normally occurs:

1. Briefing of tactical fighter aircraft flight leader by the FAC (A) or TAC.

2. Marking friendly front lines.

3. Marking the target by smoke or laser designator, if possible.

4. Attacking the target.

5. Reporting mission results, if observable, by the FAC(A) or TAC to the tactical fighter aircraft flight leader.

6. Relaying the reported information to the requesting unit commander.

c. Reconnaissance. Requests for tactical air reconnaissance are handled the same as requests for close air support, except TSO personnel instead of G3 Air process and coordinate the requests.

(1) Pre-planned Tactical Air Reconnaissance Requests. Air reconnaissance requests are processed by the intelligence section of each Army echelon. At each echelon, the request is examined to decide if the information required can be provided from available intelligence base or by organic means. Requests are consolidated at each echelon for economy of reconnaissance effort. Requesters are informed promptly of disapproval and reasons for such action. Requests approved by the TOC for tactical air reconnaissance are assigned a priority and coordinated with the ASOC. They are then sent to the BCD at the AOC where they are combined with other approved requirements. Details of approved

**FORSCOM Regulation 350-1**  
**25 October 2002**

mission requests are sent to the ARLO at the Air Force reconnaissance base to aid in aircrew briefing and debriefing.

(2) Immediate Reconnaissance Requests.

(a) Requests for immediate reconnaissance missions will include the required data keyed to DD Form 1975, (Joint Tactical Air Reconnaissance/Surveillance Request).

(b) When the intelligence officer at any level determining that an immediate request for aerial reconnaissance can be fulfilled satisfactorily by available Army aviation, the request will be forwarded for accomplishment by organic or attached aircraft.

(c) Immediate requests for tactical air reconnaissance are sent directly to the ASOC by TACP located at various echelons of Army command. Intermediate TACPs monitor and acknowledge receipt and notify their respective intelligence operations sections, which indicate approval by remaining silent or disapproving requests, as appropriate.

(d) Upon receipt of an immediate Army request at the ASOC, the Army TSO will be advised. In considering the request for approval or disapproval, the TSO will consider the overall requirements and intelligence available from other sources. If the request is approved and tactical aircraft are to be employed, the mission will be carried out by scrambling necessary aircraft or by assigning the mission to RECCE aircraft already airborne. If Army aircraft are to be used, the TSO will direct the execution of the mission if he had authority to do so. Otherwise, he will send the request to the appropriate tasking agency. If the request is disapproved, the requestor is advised with reasons for disapproval.

(3) Dissemination of Intelligence Information. Intelligence information gained by air reconnaissance is disseminated by in-flight reports, mission reports (MISREP), reconnaissance exploitation reports (RECCEXP), IPIR, and Immediate Request Bridges (IRB).

(a) In-flight reports are normally made to designated elements of the TACS for relay to requesters and interested agencies. These reports are

significant visual settings and cockpit display readouts observed during flight.

(b) In-flight reports by Army aircrews are transmitted to the requesting unit over a specified monitored frequency of an organic Army FM radio net.

(c) Mission reports are submitted by the ARLO (Army) participating in debriefing of air reconnaissance crews at air reconnaissance bases and by the GLO participating in debriefing of aircrews at fighter airbases.

(d) Imagery and IRB review reports, based on the analysis of sensor data, are submitted by imagery interpretation elements.

d. Communications. Within resources available, the Air Force will provide the equipment and personnel to operate the Air Force Air Request Net (AFARN). Army units will set up the GLO net and provide radio receivers for the spot report receiver systems.

## **SECTION VI**

### ***Tactical Fighter Firepower/Weapons Demonstrations***

#### **G-VI-23. Introduction**

Tactical demonstrations frequently require the use of live ordnance firepower displays and aerial delivery operations. Proper control in using live ordnance munitions is the objective of this section.

#### **G-VI-24. Safety Precautions for Using Live Ordnance**

When live ordnance is used, safety precautions must be taken to protect spectators, equipment, and delivery aircraft. The rules in AFI-209/ACC Sup 1 apply for firepower demonstrations. The rules in AF 11-214 apply for joint live fire training exercises.

**G-VI-25. Munitions Static Display Packages.** Air Force units no longer have pre-planned static display packages.

**G-VI-26. Guidance**

Guidance for ACC units supporting demonstrations at public events is found in AFI 11-209, as supplemented, and the USAF Demonstration Plan.

**SECTION VII**

**Instructions for Preparing Close Air Support Request**

**G-VII-27. Purpose**

State the purpose and scope of problem or exercise as pertains to air-ground training.

**G-VII-28. Type Air Support**

- a. Ordnance. Indicate live or simulated.
- b. Place of Exercise. Indicates general location of exercise, such as Fort Bragg, NC.
- c. Date(s), Times, Sorties. Indicates date(s) inclusive date(s), times, and number of sorties desired for each exercise or problem. For example:  
5 Feb 9X; 1000-1200; 4 sorties  
6 Feb 9X; 1300-1500; 4 sorties
- d. Alternative Date(s). Indicate date(s) when exercise can be conducted if cancellation on primary date(s) is necessary due to bad weather or other unforeseen circumstances.
- e. Rehearsal Date(s). Indicate rehearsal date(s) desired.
- f. Type Ordnance. Indicate type ordnance desired: Napalm, bombs, rockets, machine gun, or cannon.

**G-VII-29. Observers to Witness Problem Exercise**

- a. Target for Air Attack. List actual or simulated targets and methods to be used to mark targets or terrain features for air strikes.
- b. Range or Area to be Used. Location of range and, if live ordnance is desired, include statement that range or area satisfies Air Force safety requirements.
- c. Communications and Control. List air and ground communications to be used in problems or exercises, and request the number of tactical air control parties desired in addition to those permanently assigned. (Primary and alternate radio communications with the aircraft must be provided).
- d. Plan of Presentation. Indicate sequence of air events desired (bombs, rockets, napalm, strafe, LABS maneuver, simulated ordnance attacks, etc.).
- e. Participation by Other Type Aircraft. Indicate all other type aircraft that will be

participating in the problem or exercise, such as reconnaissance, airlift or rotary.

**G-VII-30. Coordinator**

Indicate the name, grade, address, and office telephone of the officer designated to coordinate details of this support with the Air Force unit providing the support.

**G-VII-31. Remarks**

Indicates the earliest date, time, and place that an initial coordinating conference can be held between Army and Air Force project officers and any information not covered in the other items.

## **APPENDIX H**

### **Aviation**

#### **H-1. Purpose**

This appendix establishes policies; prescribes goals, priorities and requirements; defines responsibilities; and delegates authority for the conduct of aviation training in FORSCOM active Component (AC) and Reserve Component (RC) units.

#### **H-2. Scope**

This chapter supplements and focuses guidance found in TC 1-210 (Commander's Guide), the Aircrew Training Manuals (ATM), and Army Training Management System publications, particularly FM 25-100, FM 25-101, AR 350-1, and FORSCOM/ARNG Reg 350-2. It will be used with references to develop unit, aircrew and individual training programs.

#### **H-3. Waivers**

Waivers to ATP requirements are discouraged, as they diminish combat readiness. Waivers will only be approved for finite periods and as a consequence of circumstances beyond individual or unit control. Unit waivers necessitated by resource constraints such as inadequate facilities or training areas must be overcome either through improvement of local conditions or, if no other means can be found, force structure or stationing changes.

#### **H-4. FORSCOM Aviation Training Goals**

- a. Combat ready units, consisting of combat ready air crews. Units that are capable of executing wartime and peacetime missions.
- b. CJTF-ready units, which are capable of operating effectively in combined and joint environments.
- c. Strong WARTRACE training relationships. AC and RC units that operate effectively together.
- d. Safe units. While our goal will remain ZERO Class A mishaps, a rate of 2.0 or less per 100,000 flight hours is standard.
- e. Technically and tactically competent leaders. Commanders who can lead from both the TOC and the cockpit.
- f. No degradation of capability while operating at night.

#### **H-5. FORSCOM Aviation Training Priorities**

- a. Individual Aviator Proficiency. This training includes (but is not limited to) flight training, aircrew coordination training, survival training, Aviation Life Support Equipment (ALSE) training, Aircraft Survivability Equipment (ASE) training,

environmental training, emergency procedures training, electronic warfare training, NBC, and power management.

- b. Individual Aircrew Proficiency.
- c. Collective, METL-focused Training.
- d. Maintenance Training. While listed fourth in priority, Aircrew Training cannot be conducted without ready-to-fly aircraft. Maintenance training of our crewchiefs and repairmen is essential.

#### **H-6. Aviation Deep Operations Training**

Corps attack helicopter units and their associated Deep Operations Coordination Cells (DOCCs)/Fire Effects Coordination Cells (FECCs) will participate in graduate-level deep operations training exercises at least once every 2 years. These events will be scheduled during FORSCOM-hosted World Wide Training and Scheduling Conferences, and may be scheduled as part of an existing CTC rotation or as a component of another joint exercise.

#### **H-7. Standing Operating Procedures**

Aviation unit and Aviation Support Facility (ASF) SOPs will include, as a minimum, subjects prescribed in AR 95-1, AR 385-95, FORSCOM Supplement 1 to AR 95-1, FORSCOM Regulation 385-1, and TC 1-210, and any specific areas selected by the commander to meet unit mission requirements.

#### **H-8. Special Training**

- a. Environmental Training. Units will conduct environmental training in accordance with TC 1-210. Aircrews and units that are deploying to areas of responsibility (AOR's) with dissimilar environments will conduct training at home station and at the deployed location (e.g. NTC).
- b. Overwater Training. Only units with validated requirements to support joint exercises, peacetime missions, or contingency plans involving over water flight will conduct this training. NOTE: Over water equipment and mission requirements (to include approval authority) are described in FORSCOM Supplement 1 to AR 95-1.
  - (1) Deck Landing Qualification Training (DLQT).
    - (a) Only units with validated requirements for shipboard operations will conduct deck-landing training. Shipboard operations and requirements are described in detail in Joint Publication 3-04.1 and FM 1-560.
    - (b) DLQT requirement projections must be submitted annually to CDR, FORSCOM. AFOP-TR, 1777 Hardee Ave SW, Fort McPherson, GA 30330-1062, NLT 15 June for the following FY. FORSCOM will consolidate all requirements and

coordinate with HQDA for training times and locations. Units will not make direct requests for training with training facilities.

(2). Underwater Egress Training (UET).

(a) Aviators in units with valid requirements (METL) to support joint overwater exercises or contingency plans involving overwater missions will be qualified and current in UET.

(b) Units should forward annual requests for UET to CDR, FORSCOM, ATTN: AFOP- AV, 1777 Hardee Avenue SW., Fort McPherson, GA 30330-1062, NLT 15 June for the following FY. FORSCOM will consolidate requests, prioritize them and coordinate UET scheduling. Units will not make direct requests for training with training facilities.

**H-9. Aviation Flight Simulators.** Simulation devices will be used for individual and collective training, and will incorporate emergency procedure, instrument, and aircraft survivability equipment (ASE) training, as prescribed by the ATM. Unit commanders will develop written training policies to ensure that crewmembers meet, as a minimum, the requirements of TC 1-210 and applicable ATMs.

a. CONUS flight simulator facility locations are listed below with their respective geographic areas of support. Simulator facilities will provide support for all users within their geographic area regardless of component or distance from the simulator.

b. Authorized staffing of simulator facilities is determined by support requirements. Annually, aviation unit commanders will forecast training requirements and provide them to the simulator facility. The requirements will be updated quarterly by type simulator, total flight hours needed and projected dates for any weekend or evening support. Aviation unit commanders will also forecast travel and per diem requirements to support simulator periods. Simulator facility commanders will use this information to develop a command operating budget (COB) and establish schedules for users. Aviators with AR 95-1 and ATM requirements will have first priority for simulator usage.

c. Simulator facilities will publish and distribute operating procedures and schedules to supported units and will accommodate reserve component requirements by including of weekend and evening periods. Once schedules are established, participating units must make every effort to ensure periods are used. Simulator facilities should be notified of any cancellation no less than 72 hours in advance.

d. Simulator facilities will develop a program of instruction (POI) to train unit personnel as Instructor/Operators (IO). The POI will include

simulator system training, simulator programming training, and safety training. Facilities will develop currency and refresher training guidelines for IOs and will evaluate IOs at least annually on the proper operation of the simulator. All training and evaluations of the IOs will be documented in individuals' flight records folder DA 7122.

e. Installation standardization offices will regularly evaluate simulator training through announced and unannounced inspections.

f. The following simulator facilities will provide support to states listed NLT FY04, facilities may schedule additional users on a space available basis:

(1) AH-64 simulator locations and states supported:

- (a) Fort Bragg, NC: NC, FL, NJ, SC
- (b) Fort Campbell, KY: KY, TN, MD, PA
- (c) Fort Hood, TX: TX, MS, MO
- (d) Marana, AZ: AZ, CA, UT, NE, IA, ID, CO

(2) CH-47D simulator locations and states supported:

(a) Fort Campbell, KY: KY, KS, GA, OK, TX, Honduras

(b) Fort Indiantown Gap, PA: PA, VA, CT, NY, OH, MI, IL, IA, NC

(c) Fort Lewis, WA: WA, AK, MT, OR, CA, NV, CO, HI

(d) Fort Rucker, AL: AL and MS

(3) UH-60 simulator locations and states supported:

(a) Fort Bragg, NC : NC, VA, DC, DE

(b) Fort Campbell, KY: KY, TN, MD, WV, OH, IN, IL, MI

(c) Fort Carson, CO: CO, NM, UT, AZ, WY, SD, ND, MN

(d) Fort Hood, TX: TX and LA

(e) Hunter AAF, GA: GA, FL, MS, SC, PR, VI, Honduras

(f) Indiantown Gap, PA: PA, NY, ME, VT, MA, NH, NJ, RI, CT

(g) Fort Lewis, WA: WA, OR, ID, MT, WY, (ND, SD, MN space available)

(h) Fort Riley, KS: KS, OK, AR, MO, NE, IA, WI

(i) Fort Rucker, AL: AL

(j) Wheeler AAF, HI: HI

(k) Fort Wainwright, AK: AK

(4) UH-1 simulators will begin closure in FY03. By FY04, the following four sites will be available for pilots of aircraft with no compatible simulator, as prescribed by AR 95-1:

(a) Peoria, IL: ND, SD, NE, KS, OK, TX, LA, AR, MO, IA, MN, WI, IL, IN, MI

**FORSCOM Regulation 350-1**  
**25 October 2002**

(b) Indiantown Gap, PA: ME, NH, VT, NY,  
MA, CT, RI, PA, NJ, DE, DC, MD, SC, NC, TN,  
KY, VA, WV, OH,

(c) Fort Rucker, AL: MS, AL, GA, FL

(d) Los Alamitos, CA: CA, OR, WA, NV, ID,  
MT, WY, UT, AZ, CO, NM

**H-10. Aviation Resource Management Survey**  
**(ARMS)**

All FORSCOM aviation units are subject to periodic ARMS inspections. Inspection procedures and areas of inclusion are provided in the ARMS Commanders' Guide, which is updated annually and posted on the FORSCOM website.

## **APPENDIX I**

### **Electronic Warfare**

#### **SECTION I**

##### **General**

###### **I-I-1. Purpose**

This appendix provides policy and guidance for training of individuals and units in Electronic Warfare (EW).

###### **I-I-2. Applicability**

This appendix applies to all FORSCOM Active and Reserve Component Units for which the Commanding General, FORSCOM, has training responsibility, and to the National Guard when federalized.

###### **I-I-3. Policy**

Electronic Warfare is a form of combat power in the same sense as maneuver and firepower and should be planned as an integral part of all tactical training exercises. The basic Army EW policy is in (S) AR 525-22, Electronic Warfare (EW) Policy (U).

###### **I-I-4. Objectives**

The objectives of EW training are to instruct commanders, staffs, and operating elements at all levels in:

- a. The concept and doctrine for electronic warfare to include Electronic Combat (EC), Electronic Protection (EP) and Electronic Warfare Support (ES).
- b. The use of Signal Intelligence (SIGINT) to support EW.
- c. The command and operational relationships with assigned EW assets.
- d. Actions to be taken by units to operate organic communications-electronic (C-E) equipment in a hostile electromagnetic environment, including standing operating procedures, to be used when electronic protection (EP) are ineffective.
- e. The use of C-E equipment in support of tactical cover and deception operations.
- f. The use of Signal Security (SIGSEC) resources in support of EW

###### **I-I-5. Explanation of Terms**

a. Electronic Warfare (EW). Military action involving:

- (1) Electronic Attack (EA). The use of either electromagnetic or directed energy to attack personnel, facilities, or equipment with the intent of

degrading, neutralizing, or destroying an enemy combat capability.

(2) Electronic Protect (EP). Protection of friendly combat capability against undesired effects of friendly or enemy employment of electronic warfare.

(3) Electronic Support (ES). Actions tasked by, or under the direct control of, an operational commander to search for, intercept, identify, and locate sources of intentional and unintentional radiated electromagnetic energy for the purpose of immediate threat recognition. Also called EW. The EW is divided into three components: EA, EP and ES.

b. Electronic Attack: The EA focuses on offensive use of electromagnetic or directed energy to attack enemy combat capability. It combines non-destructive actions to degrade or neutralize, such as electromagnetic jamming, electromagnetic deception, and nondestructive directed energy, with the destructive capabilities of anti-radiation missiles (ARM) and future directed energy weapons.

c. Electronic Protect: The EP focuses on protection of friendly forces against enemy employment of EW and against any undesirable effects of friendly employment of EW. This includes the protection of personnel, facilities, and equipment from destructive and nondestructive effects of electromagnetic and directed energy warfare systems.

d. Electronic Support: ES focuses on surveillance of the electromagnetic spectrum that directly supports an operational commander's electromagnetic information needs that, in turn, support immediate decision making for employment of EW or other tactical actions such as threat avoidance, targeting, or homing. The "operational commander" could be the Joint Force Commander using ES data provided by tactical or national collection resources, or an aircraft commander responding to radar warning receiver indications. The ES actions include the configuration and operational tasking of ES resources establishing the process by which associated electromagnetic data is transmitted to the using commander, and using the received data for tactical decision-making. Although not an ES action, there should be a process for timely dissemination of ES data up echelon through the Joint Force Commander's intelligence organization.

###### **I-I-6. Responsibilities**

**FORSCOM Regulation 350-1**  
**25 October 2002**

Commanders at all levels should conduct vigorous and continuous unit and individual EW programs, to include:

- a. Orientation on the limitations and vulnerabilities of friendly C-E devices to enemy EW actions.
- b. The ability to plan the employment of EP and ES and to execute the plan using assigned EW unit.
- c. The capability to operate C-E equipment in the presence of enemy EA by employing EP and alternate means of communicating.
- d. The ability to use C-E equipment in support of tactical cover and deception plans and interface with the unit Operations Security (OPSEC) program.
- e. The ability to use SIGINT and SIGSEC resources in support of EW operations.

## **SECTION II**

### **Electronic Warfare Conduct of Training**

#### **I-II-7. General**

Training for operations in a hostile electromagnetic environment will be integrated into all phases of the normal training program of all units using C-E devices and radar-directed weapons systems.

- a. Training will emphasize the development of a capability to operate in a hostile EW environment.
- b. Training for staff officers will include developing a capability to plan for, coordinate, write orders for, and integrate EW in support of operations.
- c. The EW appendix to operations orders should, as a minimum, contain procedures for:
  - (1) Requesting permission to conduct EA operations.
  - (2) Reporting meaconing, intrusion and jamming by opposing forces.
  - (3) Format and type of information to be reported Intrusion, Jamming and Interference.
  - (4) Coordinating instructions concerning employment of friendly EW elements.
- d. Guidance for effectively integrating EW training into all phases of the normal training program is outlined in (C) FM 32-30, Electronic Warfare (EW) (U).
- e. Plans and operations involving EP against aerial operations will be reviewed by the staff aviation officer for aviation safety implications.

#### **I-II-8. Operator Training**

Operators of C-E and fire control equipment will receive training that emphasizes EP techniques for that equipment.

- a. Individual and team training will develop the skills of C-E and fire control equipment operators to work through jamming and to avoid or cope with attempted intrusion or imitative deception operations and will include actions to be taken if enemy EA negates the use of the equipment.
- b. The training will include techniques for recognizing the differences between jamming, atmospheric/environmental interference, and maintenance difficulties.
- c. Training will also include detuning procedures, frequency changes, proper siting of equipment, transmission security practices, and the propose use of anti-jam devices engineered into the circuitry of the equipment.

#### **I-II-9. Unit Training**

- a. Unit training must emphasize all actions that will enhance capabilities to operate in a hostile EA environment and that will simultaneously emphasize all OPSEC procedures to effectively deny information to the enemy. Training should be conducted for combat units of battalion size by the parent brigade using EP and ES from assigned Electronic Warfare/Intelligence Units. The EP training required for operators of radar-directed weapons systems will be conducted by the parent battalion and brigade using simulators and USAF assets when available.
- b. Training objectives will include but not be limited to:
  - (1) Staff knowledge of the capabilities and limitations of EW.
  - (2) Staff training in integrating all aspects of EW (EA, EP, and ES) into estimates, plans, and orders.
  - (3) Staff training in the use of SIGINT as it supports EW operations.
  - (4) Training in the control and direction of EW and SIGSEC resources in support of tactical objectives.
  - (5) Training in evaluating EW play during exercises and maneuvers to assess problem areas.
- c. As a minimum, units should conduct and be evaluated on that EW training prescribed in the unit ARTEP. Some ARTEPs for combat support and combat service support units may not include EW. In such cases, EW training should be prescribed by the parent unit (battalion, DISCOM, etc.). Basically, the greater the number of C-E devices in a unit, the greater the need for EW training.

d. Unit training exercises should include an evaluation of unit operating procedures during enemy EA activity. These procedures are normally included in the CEOI. The objectives of this training are:

(1) To determine the degree of EP skill of maintenance personnel and operators of organic C-E and radar equipment.

(2) To determine what changes, if any, are required in CEOI regarding alternate means of communication when EA activity is encountered.

e. The time allocated for EP operations during an exercise should be increased to realistically simulate current threat EW capability and doctrine. The EP should be directed against the primary radio nets and radars of participating units and should be conducted during critical phases of key operations.

f. Electronic warfare evaluation should be included in all tactical training reports (e.g., ARTEP, tactical exercise, joint exercise).

g. The above training and training objectives are integral to the commander's responsibility for using EW in support of Army field operations.

#### **I-II-10. Evaluation**

a. The ARTEPs and proficiency tests are used to evaluate standards of proficiency. Evaluation reports should include specific comments on the capability of the tested unit to accomplish its mission in an EW environment.

b. Evaluation of EW play should be included in tactical training exercises conducted at brigade, regiment, group, and higher levels. Recommended evaluation format is in Section III.

c. For units having radar-directed weapons systems, an evaluation of EW play should be an integral part of all tactical training conducted by battalions and brigades.

### **SECTION III**

#### **Evaluation of Electronic Warfare in Tactical Training Exercise**

##### **INTRODUCTION:**

**I-III-11.** General description of the exercise.

**I-III-12.** Concept of EW operations (attach copy of EW Plan, EW Appendix to OPORD, etc., if published).

##### **DISCUSSION:**

**I-III-13.** Methodology of evaluation.

**I-III-14.** Description of pre-exercise planning and training coordination.

**I-III-15.** Description of EW assets employed by each participating force (number of personnel, numbers and nomenclature of equipment).

**I-III-16.** Procedures for tasking EW assets.

**I-III-17.** Description of actual EW play during exercise.

##### **CONCLUSIONS:**

**I-III-18.** Appraisal of EW effectiveness during the exercise.

**I-III-19.** Conceptual/doctrinal deficiencies in employment of EW.

**I-III-20.** New operational capabilities required.

##### **RECOMMENDATIONS:**

**I-III-21.** How to best integrate EW into tactical training exercises.

**I-III-22.** Recommended changes in doctrine and concepts.

**I-III-23.** Methods for improving individual/unit EW training.

## **APPENDIX J**

### **Intelligence**

#### **SECTION I**

##### **General**

##### **J-I-1. Purpose**

This appendix sets policy and provides guidance for individual, unit, and intelligence staff training with-in FORSCOM. The training will support Intelligence XXI (INTEL XXI), the Army's concept for Force XXI intelligence operations.

##### **J-I-2. Policy**

Intelligence readiness is our primary mission. Our efforts should be focused on providing intelligence support to enable FORSCOM forces to mobilize rapidly, deploy, fight, and redeploy for missions worldwide. The essence of readiness is training proficiency. All Military Intelligence (MI) soldiers must be trained to fight and win in a tactical, joint, and multinational environment. We must take every opportunity to get intelligence Mission Essential Task List (METL) training while executing operational commitments and support missions. The direct linkage between National Military Strategy and combatant command mission requirements and training must be realized, trained, and executed.

##### **J-I-3. Applicability**

This appendix applies to FORSCOM Active and Reserve Component (AC and RC) units and to organizations and activities that may be required to conduct military operations. Throughout this appendix, the term RC applies equally to the Army National Guard (ARNG) and the United States Army Reserve (USAR) unless otherwise noted.

##### **J-I-4. Training Philosophy**

Intelligence Training XXI is the Army's concept for training MI soldiers, leaders, and forces Army-wide to perform effectively on the Army XXI battlefield. It is also the concept by which combined arms commanders and their WARFIGHTER staffs will achieve proficiency in employing the Intelligence Battlefield Operating System (IBOS). It provides several enablers to improve individual and unit training. Finally, it is the concept to transition the Intelligence Center to a "Schoolhouse Without Walls" that is capable of and committed to the notion of seamless support to intelligence readiness across the Army.

The concepts and associated skills required by this strategy to produce effective intelligence support

apply to all forms of future operations: traditional mid-intensity conflict and what is known today as nontraditional Stability and Support Operations (SASO), such as peacekeeping, peace support, nation building, and humanitarian assistance. The principles applied to providing intelligence in these two different operational settings are the same, but there will be significant differences in techniques and emphasis owing principally to differences in Operational Tempo, size of the battle space, environment, diversity of the threats, and different demands placed on the system by the commander in terms of resolution, accuracy, and timing.

The end-state envisioned for INTEL XXI is the development, implementation, and sustainment of training and an intelligence training system at individual, collective, and institutional levels that will produce a joint information age intelligence soldier able to perform across the spectrum of Army XXI missions and operations – technically, tactically, with a goal of enhanced leadership. Effectively embedded, INTEL XXI will also produce combined arms commanders and WARFIGHTER staffs who understand U.S. intelligence capabilities--Army, joint, national, and international--who are proficient in the integrated, synchronized application of the non-lethal combat power afforded by those capabilities across the full range of future missions and operational settings.

a. Training the IBOS means training commanders, MI leaders, soldiers, and organizations. Commanders must understand the capabilities of the IBOS and be trained to drive and integrate the system with their operations. The MI leaders must understand the tactics of their supported command and learn to synchronize Intelligence and Electronic Warfare (IEW) operations with the commander's concept of operation. They must be capable of meeting the commander's need for timely, coherent, concise, and comprehensive understanding of the enemy and the operational environment, to include the cultural and human influences that affect the adversary's capabilities and actions. The MI leaders must also anticipate future requirements and assist the supported commander in the translation of operational requirements of the Commander's Critical Information Requirements. The MI soldiers must master the technical, tactical, and leadership skills required to employ and maintain sophisticated intelligence systems on the battlefield.

b. Training the Total Force in the IBOS requires embedding realistic intelligence activities into unit training and that conducted in the Combat Training Center (CTC) programs. Whenever possible, commanders should expand the scope of

training at these centers or home stations by linking field training exercises with computer simulations play at other locations. Combat information and intelligence should be incorporated into programs of system trainers and computerized battle simulations to provide realism to crew and staff training.

c. The desired end-state for training the intelligence force is a family of simulations that are able to drive school, unit-based, and CTC training with high fidelity, realistic visual and text simulations. Intelligence leader, soldier, and unit access to quality simulations must not be limited to major training events. Appropriate embedded training is required for all IEW systems.

d. Finally, we must take every opportunity to use distance learning to make training products, simulation data streams, and lessons learned easily available throughout the MI force.

#### **J-I-5. Objective**

To achieve the INTEL XXI end-state certain imperatives will drive all training and training development. The following three training imperatives must be evident in the operations plans (OPLANs)/concept plans (CONPLAN) developed to support each of the specific training objectives: seamless training architecture, realism, and proficiency.

a. The primary objective is for AC and RC units to attain and maintain intelligence readiness in the following categories:

(1) Training intelligence units and personnel, intelligence staff, and the individual soldier.

(2) Providing wide area, multi-spectral surveillance of the battle-space.

(3) Aggregating and fusing bottom-up with top-down information and disseminating it to the supported commander.

(4) Producing an “in-time” common relevant picture for battlefield visualization and situational awareness.

(5) Accurately locating, identifying, and tracking High-Pay-off Targets and conducting Battle Damage Assessment (BDA).

(6) Conducting Command and Control Warfare operations.

(7) Supporting force protection operations.

(8) Assisting in friendly force tracking.

(9) Accessing, leveraging, and operating with joint and multinational capabilities.

#### **J-I-6. Commander's Responsibility**

Commanders at all levels will establish intelligence training programs to ensure that all intelligence staff

understand the intelligence system and its capabilities and limitations, tactical to strategic, by requiring that:

a. Intelligence personnel are proficient in their Military Occupational Specialties (MOSs).

b. Intelligence units and staff agencies are able to perform their combat mission in accordance with applicable Mission Training Plans, Field Manuals (FM), Training Circulars, Army Regulations (AR), METL, Battle Tasks, and OPLANs/CONPLANs.

## **SECTION II**

### **Intelligence Training**

#### **J-II-7. Unit Intelligence Training**

a. Intelligence training must be continuous and integrated with other training, particularly field training. Intelligence training must emphasize the following fundamental intelligence tasks: Direct, Collect, Analyze, Disseminate, Present, Attack, and Protect.

b. Critical common tasks for individual soldiers - skill levels 2, 3, and 4 - can be found in STP 21-24-SMCT, Soldier's Manual of Common Tasks. The seven (7) individual Army common tasks for which MI is the proponent are:

(1) Report intelligence information (301-371-1000).

(2) Implement Operations Security (OPSEC) measures (301-371-1050).

(3) Enforce personnel security policies (301-371-1051).

(4) Protect classified information and material (301-371-1052).

(5) Integrate the Intelligence Preparation of the Battlefield (IPB) process into mission planning (301-371-1100).

(6) Employ Indications and Warnings (I&W) warfare assets (301-371-1150).

(7) Process captured material (301-371-1200).

c. Leaders and trainers must establish effective training plans and programs which develop and integrate individual skills and collective tasks.

d. In addition to training to fight and survive on the modern battlefield, an effective unit training program also includes other common subjects which are a significant part of the individual soldier's professional development. The AR 350-1, Army Training, lists common training subjects and provides the regulation prescribing the training required and frequency of instruction.

#### **J-II-8. Intelligence Staff Training**

**FORSCOM Regulation 350-1**  
**25 October 2002**

a. Intelligence staffs at all levels of command will be trained in the following doctrinal intelligence functions: Indications and Warning (IW), IPB, Situation Development, Target Development and Support to Targeting, Support to Force Protection, and BDA.

b. The training will be focused on the seven (7) intelligence tasks that represent what must be done to provide war-fighters with dynamic and responsive intelligence support. The intelligence tasks are as follows:

(1) **Direct.** The intelligence staff must be able to direct the full range of reconnaissance, intelligence, surveillance, and target acquisition (RISTA) assets to include organic, joint, national, and multinational. Input from all battlefield sensors (manned and unmanned) and soldiers must be managed and fused to provide a dynamic, accurate picture of the battle-space. To effectively direct the intelligence and RISTA systems in Force XXI, intelligence staffs must be able to dynamically plan, coordinate, and synchronize the RISTA mission using visual displays, artificial intelligence, and automated synchronization matrices.

(2) **Collect.** Intel XXI collection systems will enable commanders to see their extended battle-space with great fidelity. Intelligence staffs must be trained on a wide range of collection systems that are modular, tailorable, automated, full spectrum, wide area, and accurate. Intelligence staffs must also be trained in using the information provided by front line soldiers, Special Operations Forces, Long Range Surveillance Units, Counter-Intelligence (CI) Teams, interrogators and other specialized Human Intelligence (HUMINT) operations, fusing it with the data from high technology sensors to answer the commander's Priority Intelligence Requirements. The SASO, as demonstrated in Haiti and Bosnia, will require increased emphasis on HUMINT assets and soldiers operating on the ground to provide the required intelligence.

(3) **Analyze.** As the extended battle-space grows and the speed of operations increases in Force XXI operations, intelligence staffs must be knowledgeable in IEW systems common to all echelons for the rapid processing, analysis, and throughput of intelligence and RISTA information, to include the aggregation and fusion of bottom-up with top-down feeds. Analysis including the processing of intelligence data while on the move will be required to support continuous operations.

(4) **Disseminate.** Intelligence staffs must be able to provide commanders an uninterrupted flow of, or access to, intelligence "on-the-move" to

support dispersed operational forces conducting distributed operations.

(5) **Present.** The commander's understanding of the battle-space and the enemy situation is fundamentally derived from a coherent and timely "picture" of the battle-space presented by the intelligence staff. "Present" encompasses battlefield visualization; an understanding of what the available information means in terms of the following six dimensions of the battle-space: width, depth, height, time, electromagnetic, and human interface.

(6) **Attack.** Intelligence staffs require a thorough understanding of the adversary command and control structure and the decision making process to recommend to the commander how to effectively attack it.

(7) **Protect.** Intelligence staffs must understand and be able to graphically depict the information battle-space for effective protect planning and execution.

### **SECTION III**

#### **Schools**

##### **J-III-9. Policy**

a. Unit and installation intelligence schools and courses may be established and conducted, as required, to train individuals in intelligence-related tasks, but not for intelligence MOS qualification. Intelligence MOS sustainment training is authorized at the unit and installation level. The priority for individuals serving in RC intelligence MOS positions, who are not MOS qualified in that position, is to attend formal school MOS qualification training instead of annual training with the unit.

b. To minimize resident training, off-site training/distance learning will be conducted at locations that have resources needed to support the target population for the training. Off-site training may be delivered in unit or Army Learning Centers. All training and training environments should be as realistic as possible.

##### **J-III-11. Schools**

a. The TRADOC schools, centers, courses, and dates are listed in DA Pam 351-4. Schools directly involved in intelligence training are:

(1) United States Army Intelligence Center and Fort Huachuca (USAIC & FH).

(2) Defense Language Institute, Foreign Language Center (DLIFLC).

(3) Joint Military Intelligence Training Center (JMITC).

b. The Training Area Support System (TASS) Regional Intelligence Training Battalions (RITBs) in the TASS Regional Combat Support Training Brigades supplement AC service schools. The TASS RITBs provide MOS qualification and professional development courses for RC students and support RC intelligence training needs. Active Component personnel may attend for familiarization, but not for MOS/SSI qualification.

## **SECTION IV**

### **Training Exercises**

#### **J-IV-13. Collective Training**

a. Intelligence units can no longer focus collective training on the demands of single, detailed contingency plans, in many cases, even a single theater. Our force structure is smaller, the international security situation has many uncertainties, and our military strategy requires a force capable of full spectrum dominance. The MI Commanders and S2s/G2s must focus their limited training time on fundamental tasks. The units that can accomplish the seven intelligence tasks listed in J-II-8 will be in a solid position to achieve, through post-mobilization training, necessary proficiency to accomplish the specific mission requirements.

b. Training the Total Force in the IBOS requires embedding realistic intelligence activities into unit training and that conducted in CTC programs. Whenever possible, MI Commanders should expand the scope of training at the CTCs and home stations by linking field training exercises with computer simulations play at other locations. Combat information and intelligence should be incorporated into programs of system trainers and computerized battle simulations to provide realism to crew and staff training and promote interoperability.

c. Units can expect a number of intelligence simulation initiatives to assist collective training at the CTCs and home stations in the near future.

(1) The Federation of Intelligence, Reconnaissance, Surveillance and Targeting, Operations, and Research Models strategy for a federation of Joint Intelligence Surveillance Reconnaissance models will provide flexible, high fidelity, realistic, entity-based information across all Intelligence Surveillance Reconnaissance/Reconnaissance, Intelligence, and Targeting Acquisition functions from individual/crew to the national level until the advent of WARRIOR Simulation. Several intelligence simulators (Unattended Aerial Vehicle and the Joint Surveillance Target Attack Radar

System) have been developed and successfully demonstrated.

(2) The Combat Synthetic Training Assessment Range (CSTAR) will be available starting in FY98 to select Army installations. The CSTAR is a battle command training system that provides collective training for brigade-sized organizations at the National Training Center and at home stations. The CSTAR creates a virtual battlefield that allows the brigade to train to the depth of its battle-space; the physical and temporal limits of its battle-space are defined by the ISR capabilities available. The ISR models replicate sensors from brigade and higher echelons. The CSTAR trains the brigade on how to receive, filter, interpret and otherwise manage the information derived from these sensors. It trains soldiers and crews to operate the sensor downlinks and information processors.

## **SECTION V**

### ***Weather***

#### **J-V-15. Responsibilities**

The Intelligence Staff officer (DCSINT, G2, S2) will integrate weather information into the total intelligence effort and assist the Staff Weather Office (SWO) as defined in AR 115-10 and FM 34-81. Intelligence staff officers must know the procedures and responsibilities for:

a. Initiating, coordinating, and consolidating requirements for weather information and service with the SWO.

b. Assessing the effects of weather on friendly and enemy capabilities.

c. Issuing weather information and weather intelligence.

d. Coordinating the activities of the SWO and attached Air Force weather units.

#### **J-V-16. Exercise Training**

a. United States Air Force (USAF) weather supporting units will participate in exercises to---

(1) Provide training for intelligence officers in working with AF weather personnel and coordinating weather support activities.

(2) Provide field training for AF weather personnel providing tactical Army support and using tactical weather equipment.

b. The development and fielding of the Integrated Meteorological System (IMETS) will serve as the integration (fusion) point for the weather data from a variety of sources. The IMETS is an automated, tactical, mobile, weather-data system designed to provide decision-aid information and

**FORSCOM Regulation 350-1**  
**25 October 2002**

timely weather and environmental-effects forecasts to appropriate command elements. For lower echelons without direct weather support (brigade and below), software on command and control systems will allow them to request weather information from a division IMETS and produce weather effects decision aids, using weather data passed through the Airborne Command, Control and Communications System. The IMETS capabilities will include:

- (1) Satellite, tactical radio and mobile subscriber equipment communications. A battle-scale forecast model for our high-resolution weather prediction (local)
- (2) Automated decision aids for weather effects.
- (3) Weather-forecasting decision aids.

**J-V-17. Unit Training**

Unit training will include orientation on the sources and availability of weather information as well as the effects of weather on tactical operations, weapons systems, and personnel.

**SECTION VI**

**Security and Counterintelligence Training**

**J-VI-18. Policy**

a. The CI security training will be conducted to ensure that:

- (1) Essential Elements of Friendly Information and classified information are protected from hostile intelligence collection and exploitation.
- (2) Information of CI interest is reported. A favorable balance is maintained between operational requirements, cost-effectiveness and security considerations.

b. Priorities for security and CI training are:

- (1) Information Systems Security
- (2) Sensitive Compartmented Information
- (3) Countersurveillance (CS)
- (4) CI
- (5) Hostile Intelligence Collection Threat

**J-VI-19. Information Systems Security (ISS)**

a. The ISS encompasses computer security, communications security (COMSEC) and electronic security. The focus of ISS is to ensure that sensitive classified and unclassified information processed and transmitted by computer and communications systems are protected from compromise, disclosure, manipulation, and/or interruption of service. The ISS also includes measures necessary to protect friendly use of the electromagnetic environment from hostile intelligence gathering activities and electronic attack.

b. The objective of ISS training is to ensure that FORSCOM personnel are aware of the ISS threat and can implement the ISS practices and procedures to counter the threat.

c. Conduct of Training

(1) Individual.

(a) Personnel will be briefed on the ISS threat and of the practices and procedures to counter that threat.

(b) Communications/computer operators will be trained in COMSEC devices and procedures and transmission security procedures to include net discipline and self-monitoring.

(c) Radar operators will be briefed on the electronic intelligence (ELINT) threat and trained in electronic security (ELSEC) techniques.

(d) Personnel will be trained in the use of authentication systems and communications electronic operating instructions.

(2) Unit.

(a) The ISS training will be integrated into all phases of unit training programs.

(b) Units will employ COMSEC equipment and materials.

(c) Self-monitoring programs will be conducted during field training to reinforce the use of net discipline and proper radio procedures.

(d) Penalty assessment procedures will be applied during FTX, CTP and ARTEP.

(e) Tactical signals intelligence (SIGINT) resources will be tasked as assets permit, to monitor Army telecommunications to determine weaknesses during JTX, CPX, FTX or ARTEP.

d. The AC units will receive ISS training aid from organic assets. The RC units will receive ISS training assistance, as assets permit, from a combination of USAINSCOM and FORSCOM AC and RC elements. The CONUSA commanders will send RC ISS support requirements to Commander, USA ISCOM, ATTN: IAOPS-OP-OP, Fort George G Mead, MD 20755, with information copy to Commander, FORSCOM, ATTN: AFIN-SD, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062 by 15 January each training year. Requests for FORSCOM AC SIGSEC assets to support the RC will be submitted under FORSCOM Regulation 350-12.

**J-VI-20. Counterintelligence (CI)**

a. The CI and information security training must be designed to ensure that personnel are aware of the requirements and procedures for:

- (1) Safeguarding, handling and disseminating classified information.

(2) Reporting Subversion and Espionage Directed Against the U.S. Army incidents, with particular emphasis on identifying approaches by hostile intelligence personnel or attempts by unauthorized personnel to obtain information.

b. The training classifications described below should be used as much as possible during field exercises and tests consistent with training objectives, unless prohibited by a specific exercise plan or classified guide. Such use provides for training in and evaluation of security procedures without undue risk to actual classified material. Exercise documents and materials containing information that normally would be classified will be marked with the appropriate training classification.

(1) The following training classification categories are authorized:

(a) "TOP SECRET for Training, otherwise unclassified";

(b) "SECRET for Training, otherwise unclassified";

(c) "CONFIDENTIAL for Training, otherwise unclassified."

(2) An exercise classification guide or plan will be prepared in advance, or as an integral part, of the exercise plan (see AR 380-5, para 2-400). If a unit classification guide is extracted from a classified guide or source document(s) originated by a higher headquarters, there is no requirement to send a copy to HQ FORSCOM. Classification guides prepared as an original classification decision must be approved personally and in writing by an official who has program/supervisory responsibility over the information and is authorized to originally classify information at the highest level of classification prescribed in the guide (see AR 380-5, para 2-400). Four (4) copies of each approved classification guide will be sent to Commander, FORSCOM, ATTN: AFIN-SD, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062 for further distribution to HQDA.

(3) Material classified for training will be given the same degree of protection and destruction during the exercise as actual classified information. Documents or material classified for training will not contain actual classified information or any other information from Joint Chiefs of Staff papers.

(4) The appropriate training classification will be affixed IAW AR 380-5, Chapter 4. The downgrading and declassification instruction "declassify on termination of exercise" (or similar statement) will be used. Unneeded material will be destroyed at the end of the exercise.

(5) These controls and safeguarding requirements do not prevent release of appropriate, but

unclassified, exercise information to the news media by authorized public affairs officers.

(6) Authentic security clearances will be used as much as possible during exercises. Commanders may authorize access by uncleared personnel to material classified for training in non-SCI environments. This access will not be confused with authentic security clearance access to actual classified defense information. Appropriate records of such accesses will be kept throughout the exercise and can be used as a guide in determining requirements for actual security clearances. Requests for security clearances to be used solely during field exercises will not be submitted. Requirements for access to simulated classified material during exercises should provide the commander with the necessary experience factors to determine which position/personnel should have authentic security clearance and at what level it should be granted. Post-exercise follow-up will include documenting clearances on unit MTOES and submitting appropriate paperwork to obtain required security clearance.

c. Appropriate personnel will know the current restrictions on collecting, reporting, processing, and storing information on civilians or civilian organizations not affiliated with the Department of Defense. Intelligence units will comply with requirements of AR 381-10.

#### **J-VI-21. Sensitive Compartmented Information (SCI)**

a. The Defense Intelligence Agency (DIA) is the proponent for the Department of Defense SCI system. The SCI consists of higher levels of sensitivity than collateral information therefore requiring different or special protections, restraints, procedures, processes, and techniques. The SCI encompasses facilities to safeguard information and telecommunications systems used in collecting, analyzing, compiling, sanitizing, and disseminating intelligence information.

b. The SCI facilities (SCIFs) are strategic, e.g. static or permanent, or tactical, e.g. temporary, portable or mobile, also know as T-SCIFs. The SCIFs may belong to installations or tactical, deployable military units. Approvals to have and operate SCIFs of either type require written approvals from high-level authorities. The DIA accredits all permanent SCIFs, except NSA SCIFs; FORSCOM Deputy Chief of Staff for Intelligence approves FORSCOM T-SCIF requests.

c. Special Security Officers (SSOs) operate the SCI program on behalf of SIOs including receipt, safeguarding, dissemination, and disposition of SCI,

**FORSCOM Regulation 350-1**  
**25 October 2002**

appropriate physical security for the Intelligence Information Systems, and personnel security procedures for granting individuals SCI access. Special Security Representatives (SSRs) work for SSOs. The SSOs and SSRs are appointed on written orders by SIOs and require orientation training (non-MOS; non-ASI) within 90 days of appointment.

d. Forces Command DCSINT, ATTN: AFIN-IS, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062, provides SSO Orientation training for AC and RC personnel appointed as SSOs, SSRs, and Department of Defense Intelligence Information Systems Site Information Systems Security Managers periodically at Fort Gillem, Georgia. An annual schedule is published for each fiscal year; each specific course is announced about 45 days before reporting date through SCI electrical message channels and provides full details for submitting nominations and other necessary information.

**J-VI-22. Countersurveillance (CS)**

a. The CS activities include camouflage paint and nets/screens, screening smokes or aerosols, visual disrupters, and natural materials that lessen the possibility of detection and identification.

b. Conduct of Training.

(1) Individual.

(a) Personnel will be briefed on enemy threat—primarily ground and air collection capabilities.

(b) Personnel will be trained in personal camouflage techniques with emphasis on methods to effectively blend with the prevailing background to include proper camouflaging of clothing, helmet, canvas equipment, skin, weapons, and shiny objects.

(c) Personnel will be trained in camouflage techniques involving field fortifications, vehicles, and major weapons systems.

(2) Unit commanders, staff, and subelement leaders will be trained on proper planning and techniques for camouflaging unit locations while in bivouac, command post, and supply point areas with a goal of accomplishing the camouflage quickly and efficiently and avoiding the dangers of breeches in camouflage security.

(3) Employment and Evaluation.

(a) Commanders will ensure that their units' employment of camouflage techniques and material is evaluated during training exercises and tests. The FORSCOM Form 65-R (Camouflage Checklist) should be used to evaluate camouflage effectiveness. The form may be locally reproduced. Camera ready copies are available from the local forms management office.

(b) If an after-action or evaluation report on the exercise or test is prepared, an evaluation of camouflage effectiveness will be included. In addition to any checklist item requiring comment, the following topics will also be addressed:

(1) The effectiveness and utility of camouflage material and techniques; indicate whether sufficient camouflage materials were available.

(2) An assessment of any camouflage innovations and field expedients attempted.

(3) The effectiveness of camouflage as determined from imagery obtained by aerial reconnaissance missions flown during the exercise or test.

(4) Any recommendations for improving camouflage materials or techniques.

**SECTION VII**

**Tactical Intelligence Readiness Training (REDTRAIN)**

**J-VII-23. REDTRAIN Program**

a. The REDTRAIN program is a DA directed program designed to sustain and enhance the previously acquired technical skills of intelligence personnel assigned to tactical units and selected USAR strategic MI detachments. The primary intent of REDTRAIN is to train individual soldiers in primary MOS skills to meet unit training goals. The REDTRAIN program provides the means by which Senior Intelligence Officers and commanders can ensure quality intelligence during wartime. In peacetime, REDTRAIN contributes funds for the training of intelligence units and selected individuals.

b. Forces Command AC tactical intelligence units, RC tactical intelligence troop program units, selected Strategic Military Intelligence Detachments and U.S. Army Reserve Intelligence Support Centers (ARISC) are currently eligible for participation in the REDTRAIN program. Any unit/organization meeting the above criteria and not being resourced or participating in the program may submit a request for inclusion through command channels to HQ FORSCOM.

c. The primary REDTRAIN methodology is to exercise individual skills in a real-world intelligence environment. Units will routinely include in training plans activities that sustain MI skills and provide a real-world experience in technical and foreign language skills with a primary emphasis directed toward enlisted in Career Management Fields (CMFs) 33, 96, and 98; Warrant Officer personnel in CMFs 350, 351, 352, and 353. Additionally, the program is open to 35 series

company grade (O1 to O3) MI officers. Training opportunities are also available for those individuals serving in the intelligence sections/staffs of Army Special Operations Forces units and have primarily intelligence-related support functions. The CMFs identified for REDTRAIN funding under this criteria are 18F and 180A. The ultimate purpose of REDTRAIN is to improve the readiness of tactical intelligence units to perform wartime missions of providing intelligence, CI, and EW support.

d. The FORSCOM units participating in the REDTRAIN program will plan for future resource needs, monitor current expenditures, evaluate program performance IAW the Army-wide Planning, Programming, Budgeting, and Executing System (PPBES), and submit reports as required by the PPBES. In addition to normal PPBES requirements, units participating in the REDTRAIN program will submit annual REDTRAIN plans and semiannual reports which provide a status of current year activities as well as an annual plan. The format for each document is established by INSCOM in the REDTRAIN Handbook.

e. While not all inclusive, the following is a representative sampling of approved REDTRAIN expenditures:

(1) The TDY/per diem for Live Environment Training (LET) and Army Reserve Intelligence Support Center (ARISC) training opportunities.

(2) Non-Modified Table of Organization and Equipment (MTOE) training support equipment and materials (excluding off-the-shelf MTOE substitute items).

(3) Contracting for instruction and training material.

(4) The TDY/per diem for visiting intelligence or language specialists or mobile training teams.

(5) Costs associated with operating intelligence sustainment and enhancement training facilities (e.g. ARISC and SIGINT Readiness Facility).

(6) The REDTRAIN resources are provided to give commanders flexibility in developing additional MI training and experience gathering activities that are not adequately resourced under other programs. However, commanders should not, in normal circumstances, allocate all or a disproportionate share of resources to a single discipline or skill. They should develop a balanced program that provides training and experience for their assigned MI personnel. The REDTRAIN resources may not be used for initial MOS/ASI acquisition, procurement and/or repair of MTOE equipment or commercial substitutes, nor for

activities normally funded by other programs, such as school training, FTX/JRX support and associated costs, and operational TDY costs for events such as Commanders Conference or Sergeants Major Conference.

(7) The REDTRAIN Reports will be submitted IAW instructions contained in the INSCOM REDTRAIN Handbook through command channels to arrive at HQ INSCOM, ATTN: IAOP-OR-FRR, 8825 Beulah Street Fort Belvoir VA 22060-5246 and HQ FORSCOM, ATTN: AFIN, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062 and CDR USARC, 1401 Deshler Street, SW., Fort McPherson, GA 30330-2000 for MI units.

(8) Each FORSCOM unit participating in the REDTRAIN program will submit an annual plan for the next fiscal year. The FORSCOM units will prepare plans IAW the format contained in the INSCOM RETRAIN Handbook. Plans will be submitted through command channels to arrive at HQ INSCOM, ATTN: IAOP-DR-FRR, 8825 Beulah Street Fort Belvoir VA 22060-5246 and HQ FORSCOM, ATTN: AFIN, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062 NLT 1 Feb.

(9) The LET requests and other REDTRAIN related correspondence that require INSCOM coordination or assistance with a MACOM or agency external to FORSCOM will be conducted per instructions contained in the INSCOM REDTRAIN Handbook. The REDTRAIN activities that involve only FORSCOM units will be handled through direct coordination between REDTRAIN managers of the units involved with an information copy of correspondence or request for assistance addressed to HQ FORSCOM, ATTN: AFIN, 1777 Hardee Avenue, SW., Fort McPherson, GA 30330-1062.

(10) Participating units will appoint a REDTRAIN manager and provide the name and telephone number in the semiannual REDTRAIN Report. To facilitate coordination with USAR elements, managers appointed at Regional Support Commands, and Regional Support Centers should be full-time employees who are familiar with the MI training activities of subordinate units.

## **SECTION VIII**

### **Language Training**

#### **J-VIII-24. General**

All AC and RC linguists are required by AR 611-6, Army Linguist Management, to attain Level 2 proficiency on language skills measured by Defense Language Proficiency Test (DLPT). The unit commander is responsible for training each assigned

linguist. The unit Command Language Program Manager (CLPM) will develop an individual language training plan for each assigned linguist which provides the training support needed to either attain Level 2 proficiency or enhance proficiency for proficient linguists. Each unit will address both Global and Job-specific language training requirements in their training program.

**J-VIII-25. Global Language Training**

a. Subproficient linguists. Commanders will ensure that linguists whose DLPT score is below Level 2 proficiency in the required Listening, Reading, or Speaking skills are enrolled in an intensive language training program designed to improve the language skills of each assigned linguist to at least Level 2 proficiency. The length of this initial training will be based on the category of language difficulty, e.g., Spanish is Category I while Korean is Category IV, and whether the linguist is AC or RC. The training will be at least four weeks initially for AC Linguists and two weeks for RC linguists, but may require up to 16 weeks for more difficult languages like Korean. It might require several sessions of intensive training for the linguist to attain Level 2 proficiency. Linguists will remain in this program until they either attain Level 2 proficiency or are reclassified to another MOS. As the commander's representative, the unit CLPM will monitor progress for all subproficient linguists and coordinate their training.

b. Proficient linguists, i.e., linguists who attain Level 2 proficiency in the required Listening, Reading, or Speaking skills, will be required to attend periodic language refresher training designed to maintain and enhance their language proficiency. The amount of language maintenance training provided to each proficient linguist will be determined by the unit CLPM.

c. Global language training will emphasize grammar, vocabulary, and cultural/area studies.

d. Contract language instructors provide resident language training support. Mobile training teams from the DLIFLC or commercial vendors will be used to supplement resident instructors and provide specialized language training workshops.

**J-VIII-26. Job Specific Language Training**

a. Commanders will ensure that all proficient linguists participate in missions that actively use their job-specific language skills. HUMINT linguists, e.g., 97BL and 97E, will study military terminology and use the language skills in practical exercises like document exploitation and interrogation exercises. The SIGINT linguists, e.g.,

98CL and 98G, will study military terminology and use the language skills in practical exercises like mission support in the TROJAN facility or at Regional SIGINT Operations Centers (RSOC).

b. The unit CLPM will ensure that adequate job-specific language training materials and support is available to both HUMINT and SIGINT linguists. The unit HUMINT and SIGINT subject matter experts will coordinate their efforts, e.g., document exploitation and TROJAN activities, with the CLPM to satisfy the language training needs of all assigned linguists.

c. Although subproficient linguists may participate in job-specific training, the focus should be to emphasize global language training to enable these linguists to attain language proficiency as soon as possible.

d. Job-Specific language training support, to include mobile training teams and language working aids, are available from the National Cryptological School for units with SIGINT linguists.

**J-VIII-27. Language Immersion Training**

a. Units must submit all requests for OCONUS language immersion training to FORSCOM for review and approval at least 60 days before the proposed start date for the training. As a minimum, the request will identify the source (e.g., contractor or university) and location of the training, dates for training, list of personnel to be trained, and the date of latest DLPT and DLPT scores for each linguist participating in the immersion training.

b. If the request is approved by FORSCOM CLPM, the unit will forward an After-Action Report (AAR) to FORSCOM CLPM within 30 days following return from the immersion training opportunity. As a minimum, the report will address the administrative and logistical problems encountered and include narrative comments on the quality of training and the latest DLPT scores for each participant.

c. Linguists participating in OCONUS language immersion, to include Foreign Language Training Center - Europe, must have at least Level 2 proficiency in Listening and Reading skills on the latest DLPT.

**SECTION IX**

**Cryptological Training**

**J-IX-28. Policy**

The AC parent units have training responsibility for assigned SIGINT/EW units; CONUSAs exercise this responsibility for RC SIGINT/EW units. Opera-

tional and technical training support for these units will be provided by the INSCOM in coordination with FORSCOM, TRADOC, and national intelligence agencies. Organizations without organic capabilities may request EW support from FORSCOM within 60 days of required support. Long-range planning is advantageous to the requesting organization. The RC SIGINT Groups/Electronic Warfare (SIG/EW) units will provide support as directed by CONUSA; WARTRACE relationships have priority.

**J-IX-29. General**

The Cryptologic Training Program is vital to the development, maintenance, and enhancement of required skills. These skills are the “weapons system” of MI leaders and soldiers upon which the additional skills such as language, etc., rest. The development, maintenance, and enhancement of these skills at each skill level is vital to successful mission accomplishment. The Cryptologic Training Program is composed of and supported by unit Subject Matter Experts (SMEs), Service Schools, and the National Cryptologic School (NCS). Without participation by the unit SMEs, training cannot be successful and mission accomplishment cannot be realized. It is essential that units identify their training requirements in TACITS and ATRRS.

**J-IX-30. Cryptologic Training Council (CTC)**

The CTC was established by DOD Directive 5210-70 (DOD Cryptologic Training) as the primary forum for discussing policy matters, training issues, and other related topics. The council is chaired by the Training Director, NSA/CSS (TDNC) and is composed of representatives from each military department and the NSA/CSS. The FORSCOM Cryptologic Training Officer (CTO) has input to and participates in CTC meetings. The annual CTC meeting generally sets the agenda for the forthcoming training year. The CTC participation is coordinated with the Command Language Program Officer (CLPO) and REDTRAIN Officer.

**J-IX-31. Cryptologic Training Advisory Council (CTAC)**

The NSA/CSS Circular 40-1, Annex J., Appendix 1 established the terms of reference for the CTAC and delineates functions, responsibilities and composition of a CTAC. The CTAC consists of representatives of each military department, Service Cryptologic Element (SCE), MACOMs, and the NCS. The FORSCOM CTO serves as a member of the CTAC. The CTAC is a meeting of cryptologic training system professionals to review, revise, and

revalidate training requirements that govern the development, conduct, and evaluation of cryptologic and cryptologic-related courses. Each Cryptologic MOS is given a zero-based review in light of changes in the discipline, occupational structure, technology, equipment, procedures, mission and target environment. The FORSCOM CTO tasks specific units to participate in the CTAC course review process. The entire MOS course curriculum is reviewed by unit SMEs as it applies to their mission needs. Recommendations for changes are submitted to the FORSCOM CTO for consolidation and presentation at an Army Pre-CTAC caucus. The Pre-CTAC caucus develops the Army’s consolidated position and recommendations to the CTAC. Participation in CTAC reviews by unit SMEs is crucial to the technical health of cryptologic MOSs. Unit SMEs are urged to attend the Pre-CTAC and/or CTAC meetings. The CTAC process provides the basic blocks upon which each succeeding Skill Level is built and is directly related to mission readiness/accomplishment. The CTAC participation is coordinated with the CLPO and REDTRAIN Officer.

**J-IX-32. Critical Task Review/Site Selection Boards (CT/SSB)**

The CT/SSBs review each MOS Critical Task, by Skill Level, to revise and revalidate training requirements and determine where the course can best be taught. The CT/SSBs are generally held concurrently with the appropriate CTAC. Participation by the FORSCOM CTO and unit SMEs is generally the same as for CTACs. The CLPO also has input to the CT/SSB.

**J-IX-33. Cryptologic Training System (CTS)**

The CTS consists of the Service schools, the NCS, area/ regional training centers/facilities (i.e., Regional SIGINT Operations Centers (RSOC), Mission Ground Stations (MGS), and Corps/ Division SIGINT Readiness Facilities). The FORSCOM CTO works in concert with the unit training officers, NCS, TRADOC and Service schools to provide required training. Cryptologic training can be, and is, provided in a variety of ways:

- a. Resident Instruction at the NCS or Service school.
- b. Resident Instruction at an RSOC or MGS where applicable.
- c. In unit resident instruction provided by Adjunct Faculty instructors (AF)/Mobile Training Teams (MTT). Adjunct Faculty instructors are certified instructors of NCS courses and could be considered MTT. In most instances, REDTRAIN

**FORSCOM Regulation 350-1**  
**25 October 2002**

funding can be used to bring AF/MTTs to the unit to provide required training. The FORSCOM CTO will work with unit training officers to provide AF/MTTs for required training.

d. Computer Based Training (CBT). A large, and growing, volume of NCS courses are available via CBT. This CBT may be accessed via access to the NSA web (both secure and non-secure). The CBT material will also be provided upon request via regular mail or courier. The NCS is attempting to make its unclassified training available over the World Wide Web (WWW) so that it can be accessed off duty and at home or wherever there is Internet access. (see the NCS CTS Course catalog for CBT offerings).

e. Correspondence Courses. Many cryptologic and cryptologic-related courses are available from the NCS via correspondence courses. A request to the NCS identifying a course requirement and identifying a course monitor is all that is needed. (See the NCS CTS Course Catalog for Correspondence course offerings.)

f. Secure Distance Learning Network (SDLN). The SDLN is an interactive video delivery system which is currently planned or installed at the NCS, DLI/FLC, the Service schools, and RSOCs. (SDLN was earlier known as GIGSTER).

g. Live Mission Environment. The best and most cost effective training tool is live mission environment training accomplished in unit via TROJAN. Live mission environment using TROJAN Classic access or RSOC access provides the best MOS training for the entire Cryptologic team from the collector, analyst, reporter, to the unit collection manager. Job-specific language is maintained and enhanced. The MOS and language training is accomplished while meeting the Commander's Primary Intelligence Requirements.

b. Some of the MOSs require language qualification and maintenance training. The RC unit commanders will provide sufficient language training during each drill session to enable assigned linguists to maintain the level of proficiency required by AR 611-6, Army Linguist Management. Every effort will be made to encourage these personnel to perform additional training to acquire and retain highly perishable language skills.

**J-X-35. Army Reserve Intelligence Support Center (ARISC)**

a. The five (5) ARISCs are regional intelligence training and operations facilities with the mission of sustaining and improving the readiness of RC MI soldiers and units through battle-focused, performance-oriented training in METL and supporting tasks. Equipped with state of the art intelligence and communications systems and staffed by intelligence subject matter experts, these facilities are a critical resource to RC MI commanders providing a unique training environment that simultaneously enhances readiness and satisfies AC WARFIGHTER and Combat Support Agency intelligence requirements.

b. The ARISCs execute their missions by providing secure facilities with connectivity to the intelligence infrastructure and technical expertise to assist units and individuals in conducting Contributory Support missions, situational training exercises, live environment training and scenario-driven lane training for RC units and soldiers.

c. The ARISCs execute MI lane training for designated FSP and eSB MI units as scheduled and synchronized by the respective CONUSA.

**SECTION X**

**Reserve Component Perishable Skill Maintenance**

**J-X-34. Reserve Component Training**

a. Reserve Component intelligence personnel should not be required to participate more than minimally in training that does not significantly contribute to initial MOS qualification or sustainment. Training time during weekend drill assemblies is severely limited and any training that does not enhance perishable intelligence skills only detracts from individual MOS skill acquisition and retention. The highly perishable nature of intelligence MOSs requires that most available time be devoted to maintaining proficiency.

**APPENDIX K**

**EAD/EAC Training Requirements**

	<b>Corps Art</b>	<b>MED</b>	<b>Patriot</b>	<b>MP</b>	<b>SIG</b>	<b>COSCOM</b>	<b>ATTK AVN</b>	<b>GS AVN</b>	<b>EN</b>
<b>Population</b>		<u>EAC</u> : 1st, 44th, 62nd Med Bde	<u>EAC</u> : 11th, 35th, Bde <u>EAD</u> : 31st, 69th, 108th, Bde	<u>EAC</u> : 16th, 89th Bde <u>EAD</u> : 6HHD, 26 CSC, 9 Ins PMO	<u>EAC</u> : 11th, 93rd Sig Bde <u>EAD</u> : 3rd, 35th Sig Bde	<u>EAC</u> : 1st, 13th, 43rd, COSCOM	<u>EAD</u> : 1-229th, 4-2 RAS, 4-3 RAS	<u>EAD</u> : B&C, 159th Avn, 1-159th Avn, A&B 1-171st, 158th Avn	<u>EAC</u> : 412th, 416th, ENCOMS
<b>EAC</b>		AMEDEX Golden Medic, RS, WFX, Cobra Gold, UFL, MC, Bright Star	RS, JTSE Bright Star, Ex Dep, UFL	Internal Look, Bright Star	Bright Star, Lucky Sentinel, Grecian Firebolt, WFX	Internal Look	RS, Bright Star	RS, Bright Star	RS
<b>EAD</b>	WFX	WFX, JRTC, AMEDDEX Purple Dragon	WFX, JTSE, Bright Star	WFX, Bright Star	Bright Star, Lucky Sentinel	WFX, Bright Star, Lucky Sentinel	WFX, Chin-Lake Deep ATTK	WFX, Bright Star	WFX, Bright Star

**APPENDIX L  
Training Requirements Matrix**

	<b>Weekly</b>	<b>Monthly</b>	<b>Quarterly / Cyclic</b>	<b>6 months</b>	<b>Annually</b>	<b>18 Month</b>	<b>24 Month</b>	<b>CTC</b>	<b>Pre deployment</b>	<b>Train as required</b>
<b>Battalion</b>	1. Sergeants training time, 5 continuous hours per week 2. Training Meeting.		1. Company commander's training time one week per quarter. 2. CS/CSS conduct field training if not supporting other training in the field. 3. EO/Sexual Harassment 4. QTB	1. Weapons qual/live fire IAW DA Pam 350-38 2. Sim supported training exercise	1. Weapons qualification IAW DA Pam 350-38. 2. Cbt Arms units squad through Bn EXEVAL to ARTEP standards. 3. Live Fire Exercises through company 4. CTT 5. Ea Co/Bn/Bde with emerg deploy conting/wartime (M to M+30) msn will conduct alert, assembly, loadout (off post deploy not essential)		1. EXEVAL for CS/CSS 2. CTC	Prior to a unit deploying to a CTC these gates will be met: 1. Leader Certification (MDMP) 2. Table VIII within six months of deployment. 3. Table XII within six months of dep 4. CO/Tm FCX 5. Co/Plt Exeval FonF 6. Bn/TF Exeval FonF	PSO MRE not more than 90 days before deployment. 2. EDRE 3. SEDRE 4. MOBEX	Common Military Tng as identified in AR 350-1 will be incorporated into unit tng programs throughout the year. Examples: SAEDA, Civil Disturbance, Physical Fitness, Opsec, Army Family Team Building. Company grade officers must complete Commander's Safety Course (CSC) prior to assuming command. Bn/Bde command designees must attend CSC prior to attending the pre-command course at Leavenworth.
<b>Brigade</b>	1. Sergeants training time, 5 continuous hours per week 2. Training Meeting.		QTB/CTB	Sim supported training exercise	Conduct at least 1 multi-Bn FTX		CTC		PSO MRE not more than 90 days before deployment.	Common Military Tng as identified in AR 350-1 will be incorporated into unit tng programs throughout the year. Examples: SAEDA, Civil Disturbance, Physical Fitness, Opsec, Army Family Team Building.
<b>Division</b>			QTB/CTB	Sim Supported training exercise	1. FTX with whole division support base and one or more combat brigades. 2. Develop METL training guidance		EXEVAL WFX		PSO MRE not more than 90 days before deployment	1. Contingency Contracting Officer Training requirements. 2. Joint Airborne Air Transportability Training - Appen F 3. Airground Operations Training - Appen G 4. Aviation Training - Appen H 5. Electron Warfare Tng - Appen I 6. Intel training - Appen J

**APPENDIX L**

**Training Requirements Matrix**

	<b>Weekly</b>	<b>Monthly</b>	<b>Quarterly/ Cyclic</b>	<b>6 months</b>	<b>Annually</b>	<b>18 Month</b>	<b>24 Month</b>	<b>CTC</b>	<b>Pre deployment</b>	<b>Train as required</b>
<b>Corps</b>				WWTSC	1. Publish Training Guidance. 2. ATB 3. WFX 4. Submit Unit Installation needs assessment		1. JTF validation: Serve as JTF HQ in a CAT 3 JSTE (EX: Tempo Brave, Tempo Express, UE. 2. EXEVAL WFX 3. Corps ATK Hel Bn "Grad" ex (DACE)			1. Cardiopulmonary Resuscitation tng for MP soldiers before assignment to law enforcement patrols 2. GS maintenance cos. Train at Camp Dodge a minimum of once every years. 3. Linguist trained to level 2 4. Units/installations submit annual tng needs assessment by 1 May annually
<b>Separate Battalion</b>	1. Sergeants training time, 5 continuous hours per week 2. Training Meeting		Company commander's training time one week per quarter. 2. EO/Sexual Harrassment 3. QTB	Sim Supported training exercise	1. Wpns Qual IAW DA Pam 350-38 2. CA units sqd-Bn EXEVAL 3. CTT 4. LF Exercises through company		Publish Training Guidance EXEVAL CS, CSS	Prior to a unit deploying to a CTC these gates will be met: 1. Leader Certification (MDMP) 2. Table VIII within six months of deployment. 3. Table XII within six months of depl 4. CO/Tm FCX 5. Co/Plt Exeval Force on Force 6. Bn/TF Exeval Force on Force	PSO MRE not more than 90 days before deployment	Common Military Tng as identified in AR 350-1 will be incorporated into unit tng programs throughout the year. Examples: SAEDA, Civil Disturbance, Physical Fitness, OPSEC, Army Family Team Building
<b>Separate Brigade</b>	1. Sergeants training time, 5 continuous hours per week 2. Training Meeting		QTB/CTB	Sim Supported training exercise	Conduct at least 1 FTX		CTC		PSO MRE not more than 90 days before deployment	Common Military Tng as identified in AR 350-1 will be incorporated into unit tng programs throughout the year. Examples: SAEDA, Civil Disturbance, Physical Fitness, OPSEC, Army Family Team Building

**GLOSSARY**

**SECTION I**

**Abbreviations**

<b>A</b>	Assault Landing	<b>AMOC</b>	Air Mobility Operations Course
<b>AAGS</b>	Army Air-Ground System	<b>AMOPES</b>	Army Mobilization and Operations Planning and Execution System
<b>AAR</b>	After-Action Report	<b>AMTP</b>	ARTEP Mission Training Plan
<b>AAS</b>	Advanced Airborne School	<b>ANG</b>	Air National Guard
<b>ABCCC</b>	Airborne Command and Control Center	<b>AR</b>	As Required, Aerial Refueling
<b>AC</b>	Active Component	<b>ARF</b>	Air Reserve Force
<b>ACC</b>	Air Combat Command	<b>ARISC</b>	Army Reserve Intelligence Support Center
<b>ACL</b>	Allowable Cabin Load	<b>ARLO</b>	Air Reconnaissance Liaison Officer
<b>ACS</b>	Army Community Service	<b>ARNG</b>	Army National Guard
<b>A/DACG</b>	Arrival/Department Airfield Control Group	<b>ARTEP</b>	Army Training and Evaluation Program
<b>ADVON</b>	Advanced Echelon Affiliation A FORSCOM/AMC program to foster rapid deployment	<b>ASE</b>	Aircraft Survivability Equipment
<b>AFRES</b>	Air Force Reserve	<b>ASI</b>	Additional Skill Identifier
<b>AG</b>	Airlift Group	<b>ASOC</b>	Air Support Operations Center
<b>AGE</b>	Aerospace Group Equipment	<b>ATT</b>	Air Transportability Training (Static Load Aircraft)
<b>AI</b>	Air Items	<b>ATRRS</b>	Army Training Requirements and Resources System
<b>ALCS</b>	Airlift Control Squadron	<b>AW</b>	Airlift Wing
<b>ALC</b>	Army Learning Center	<b>AWADS</b>	Adverse Weather Aerial Delivery System
<b>ALD</b>	Airlift Division	<b>AZAR</b>	Assault Zone Availability Report
<b>ALO</b>	Air Liaison Officer	<b>BAC</b>	Basic Airborne Course
<b>ALO</b>	authorized level of organization	<b>BCE</b>	Battlefield Condition Element
<b>ALTRV</b>	Altitude Reservation	<b>BCTP</b>	Battle Command Training Program
<b>AMC</b>	Air Mobility Command	<b>BDA</b>	Battle Damage Assessment
		<b>BH</b>	Backhaul
		<b>BNCOC</b>	Basic Noncommissioned Officers Course

<b>BSC</b>	Battle Staff Course (USAF)	<b>CS</b>	combat support
<b>C2</b>	Command and control	<b>CSS</b>	combat service support
<b>C<sup>2</sup>W</b>	Command and Control Warfare	<b>CSTAR</b>	Combat Synthetic Training Assessment Range
<b>CA</b>	Combat Arms	<b>CTAC</b>	Cryptologic Training Advisory Council
<b>CAME</b>	CORPS Airspace Management Element	<b>CTC</b>	Cryptological Training Council
<b>CAPEX</b>	Capabilities Exercise (airdrop normally conducted by XVIII ABN Corps for VIP/Open Houses)	<b>CTO</b>	Cryptologic Training Officer
<b>CARP</b>	Computed Air Release Point	<b>CTS</b>	Cryptologic Training System
<b>CAS</b>	Close Air Support	<b>CUT &amp; SLASH</b>	Period during JA/ATT Conference when user missions are reduced to meet Air Force Capability
<b>CATS</b>	Combined Arms Training Strategy	<b>DAME</b>	Division Airspace Management Element
<b>CBT</b>	Computer Based Training	<b>DASC</b>	Direct Air Support Center
<b>CCIR</b>	Commander's Critical Information Requirements	<b>DIA</b>	Defense Intelligence Agency
<b>CCS</b>	Combat Control Squadron	<b>DLC</b>	Defense Language College
<b>CCT</b>	Combat Control Team	<b>DLI/FLC</b>	Defense Language Institute, Foreign Language Center
<b>CDS</b>	Container Delivery System	<b>DLPT</b>	Defense Language Proficiency Test
<b>CFR</b>	Crash Fire Rescue	<b>DoDIIS</b>	Department of Defense Intelligence Information System
<b>CJCS</b>	Chairman, Joint Chiefs of Staff	<b>DTO</b>	Division Transportation Officer
<b>CLPM</b>	Command Language Program Manager	<b>DZ</b>	Drop Zone
<b>CLPO</b>	Command Language Program Officer	<b>EDRE</b>	Emergency Deployment Readiness Exercise
<b>CONPLAN</b>	Contingency Plan	<b>EOA</b>	Equal Opportunity Adviser
<b>CP</b>	Command Post Comfort Pallet	<b>EOR</b>	Equal Opportunity Representative
<b>CPIRs</b>	Commander's Primary Intelligence Requirements	<b>EPMS</b>	Enlisted Personnel Management System
<b>CPX</b>	command post exercise	<b>EW</b>	electronic warfare
<b>CRAF</b>	Civil Reserve Air Fleet		

**FORSCOM Regulation 350-1**  
**25 October 2002**

<b>EZ</b>	Extraction Zone	<b>IDT</b>	Inactive Duty Training
<b>FAC</b>	Forward Air Controller	<b>IEW</b>	Intelligence and Electronic Warfare
<b>FAPABS</b>	FORSCOM Automated Program and Budget System	<b>IIS</b>	Intelligence Information Systems
<b>FAP</b>	Family Advocacy Program	<b>IM</b>	Inflight Meals
<b>FIRESTORM</b>	Federation of Intelligence, Reconnaissance, Surveillance and Targeting, Operations, and Research Models	<b>IMETS</b>	Integrated Meteorological System
<b>FLTC - E</b>	Foreign Language Training Center - Europe	<b>INSCOM</b>	Intelligence and Security Command
<b>FORMDEPS</b>	FORSCOM Mobilization and Deployment Planning System	<b>IPB</b>	Intelligence Preparation of the Battlefield
<b>FSCOORD</b>	Fire Support Coordinator	<b>IPIR</b>	Immediate Photo Interpretation Request
<b>FSP</b>	force support package	<b>IPT</b>	In Place Time
<b>FSE</b>	Fire Support Element	<b>IR</b>	Infra Red Inflight Rigging
<b>FTX</b>	Field training exercise	<b>IRB</b>	Immediate Request B
<b>GLO</b>	Ground Liaison Officer	<b>ISR</b>	Intelligence Surveillance Reconnaissance
<b>GMRS</b>	Ground Marker Release System	<b>ISSM</b>	Information Systems Security Manager
<b>HAHO</b>	High Altitude - High Opening	<b>ITO</b>	Installation Transportation Officer
<b>HALO</b>	High Altitude - Low Opening	<b>JA/ATT</b>	Joint Airborne/Air Transportability Training
<b>HD</b>	Heavy Drop	<b>JACC/CP</b>	Joint Airborne Communications Center/Command Post
<b>HF</b>	High Frequency Heavy Flyaway (C-5/KC-10)	<b>JFCC</b>	Joint Firepower Control Course (USAF)
<b>HPT</b>	High Pay-off Targets	<b>JICC-D</b>	Joint Interface Control Cell-Deployable
<b>HUMINT</b>	Human Intelligence	<b>JINTACCS</b>	Joint Interoperability for Tactical Command and Control Systems
<b>HV</b>	High Velocity	<b>JICO</b>	Joint Interface Control Officer
<b>I&amp;W</b>	Indications and Warning	<b>JMITC</b>	Joint Military Intelligence Training Center
<b>IARN</b>	Immediate Air Request Net		
<b>IBOS</b>	Intelligence Battlefield Operating System		

<b>JOTC</b>	Jungle Operations Training Center	<b>MSE</b>	Mobile Subscriber Equipment
<b>JRTC</b>	Joint Readiness Training Center	<b>MTP</b>	Mission Training Plans
<b>JSTARS</b>	Joint Surveillance Target Attack Radar System	<b>MTT</b>	Mobile Training Team
<b>JTAO</b>	Joint Tactical Air Operations	<b>NCS</b>	National Cryptologic School
<b>JTF</b>	Joint Task Force	<b>NAF</b>	Numbered Air Force
<b>JTIDS</b>	Joint Tactical Information Distribution System	<b>NCODP</b>	NCO Development Program
<b>LAPES</b>	Low Altitude Parachute Extraction System	<b>NCOES</b>	Noncommissioned Officers Education System
<b>LRIM</b>	Long Range Infiltration Mission	<b>NDSM</b>	Network Design and System managers Course
<b>LRRP</b>	Long Range Reconnaissance Patrol	<b>NMS</b>	National Military Strategy
<b>LRSU</b>	Long Range Surveillance Units	<b>NR</b>	Not Required
<b>LZ</b>	Landing Zone	<b>NRI</b>	Non-Resident Instruction
<b>MAJIC</b>	Multi-TADIL Joint Interoperability Course	<b>NSA</b>	National Security Agency
<b>MAPEX</b>	map exercise	<b>NSI</b>	Nuclear Surety Inspection
<b>MASS TAC</b>	Mass Tactical Airdrop	<b>NTC</b>	National Training Center, Fort Irwin, CA
<b>MDZ</b>	Multiple Drop Zones	<b>NWTC</b>	Northern Warfare Training Center, Alaska
<b>METL</b>	mission essential task list	<b>OL</b>	On/Offload
<b>METT-T</b>	mission, enemy, terrain, troops, and time available	<b>OPFOR</b>	opposing forces
<b>MFJ</b>	Military Free Fall	<b>OPLAN</b>	Operations Plan
<b>MGS</b>	Mission Ground Station	<b>OPORD</b>	Operations Order
<b>MISREP</b>	Mission Report	<b>OPP</b>	Officer Professional Program
<b>MOS</b>	military occupational specialty	<b>OPTEMPO</b>	Operational Tempo
<b>MP</b>	Multiple Passes	<b>ORE</b>	Operational Readiness Evaluation
<b>MQS</b>	military qualification standards	<b>ORI</b>	Operational Readiness Inspection
<b>MS</b>	Multiple Sorties	<b>OPSEC</b>	Operations Security
		<b>OSS</b>	Operational Support Squadron
		<b>PAX</b>	Passenger

**FORSCOM Regulation 350-1**  
**25 October 2002**

<b>PIR</b>	Priority Intelligence Requirement	<b>SEAD</b>	Suppression of Enemy Air Defense
<b>POC</b>	Point of Contact	<b>SFMFF</b>	Special Forces Military Free Fall
<b>PU</b>	Pick Up	<b>SIGINT</b>	Signals Intelligence
<b>PLDC</b>	Primary Leadership Development Course	<b>SIO</b>	Senior Intelligence Officer
<b>RC</b>	reserve components	<b>SKE</b>	Station Keeping Equipment
<b>R&amp;S</b>	Reconnaissance and Surveillance	<b>SLAR</b>	Side-Looking Airborne Radar
<b>RAB</b>	Radar Beacon	<b>SME</b>	Subject Matter Expert
<b>RECCE</b>	Reconnaissance	<b>SOLL</b>	Special Operations Low Level
<b>REDTRAIN</b>	Tactical Intelligence Readiness Training Program	<b>SOCT</b>	Senior Observer Controller Team
<b>RIP</b>	Ranger Indoctrination Program	<b>SRF</b>	SIGINT Readiness Facility
<b>RISTA</b>	Reconnaissance, Intelligence, and Target Acquisition	<b>SSO</b>	Special Security Officer
<b>RP</b>	Release Point	<b>SSR</b>	Special Security Representative
<b>RS</b>	Rolling Stock	<b>STRAC</b>	Standards in Training Ammunition Commission
<b>RSC</b>	Regional Support Command	<b>Strat MIDs</b>	Strategic Military Intelligence Detachments
<b>RSG</b>	Regional Support Group	<b>STX</b>	situational training exercise
<b>RSOC</b>	Regional SIGINT Operations Centers	<b>SWO</b>	Staff Weather Office
<b>RUE</b>	reciprocal unit exchange	<b>TACC</b>	Tactical Air Control Center
<b>SAAM</b>	Special Assignment Airlift Mission (airlift paid for by requesting unit)	<b>TACITS</b>	The Army Centralized Individual Training System
<b>SATS</b>	Standard Army Training System	<b>TACP</b>	Tactical Air Control Party
<b>SCE</b>	Service Cryptologic Element	<b>TACS</b>	Tactical Air Control System
<b>SCI</b>	Sensitive Compartmented Information	<b>TALCE</b>	Transportable Airlift Control Element
<b>SCIF</b>	Sensitive Compartmented Information Facility	<b>TAMS</b>	Training Ammunition Management System
<b>SDLN</b>	Secure Distance Learning Network	<b>TAMIS</b>	Training Ammunition Management Information System

<b>TAR</b>	Tactical Air Reconnaissance
<b>TBD</b>	To Be Determined
<b>TDNC</b>	Training Director, NSA/CSS
<b>TOA</b>	Time of Arrival (Refers to aircraft landing time)
<b>TOC</b>	Tactical Air Operation Center
<b>TOT</b>	Time-on-Target
<b>TP-T</b>	Target Projectile-Tracer
<b>TSC</b>	Training Support Centers
<b>TSO</b>	Tactical Surveillance Officer
<b>UAV</b>	Unmanned Aerial Vehicle
<b>ULS</b>	Universal Loading Simulator
<b>UMO</b>	Unit Movement Officer
<b>USAF</b>	United States Air Force
<b>USAFAGOS</b>	USAF Air-Ground Operations School
<b>USAR</b>	US Army Reserve
<b>USF</b>	Unit Set Fielding
<b>USJFCOM</b>	United States Joint Forces Command
<b>USMTF</b>	U.S. Message Text Format
<b>UTM</b>	Universal Transverse Mercator (grid)
<b>VIP</b>	Very Important Person
<b>WG</b>	Wing
<b>WX</b>	Weather

## **SECTION II**

### **Terms**

#### **AC/RC Training Association Program**

A formal training relationship that provides dedicated AC unit support to select RC units, and assigns an AC higher headquarters to each AC/RC unit pair. Unit associations are based on geographical and functional factors with the CONUS-based corps or 3d Army providing oversight and management of AC training assistance for assigned units. The FORSCOM provides guidance, overall management, and funding for AC/RC training associations.

#### **Battle Task**

A task that must be accomplished by a subordinate organization if the next higher headquarters is to accomplish a mission essential tasks. Battle tasks are selected by the senior commander from the subordinate organization's METL.

#### **Dual-Based Brigades**

Forces previously based in the USEUCOM AOR and withdrawn to CONUS with assurance to allies they would remain available in the event of a crisis in Europe. Such forces are assigned to USCINACOM or USCINCSOC as appropriate, and apportioned to USCINCEUR and other CINCs for deliberate planning in accordance with JSCP force tables. They are not available for employment to other CINCs without approval of the NCA.

#### **Force Support Package Units**

Those CS/CSS units designated to support the range of contingency responses that could occur in a crisis response. The FSP includes those doctrinal forces required to deploy and support 5 1/3 CONUS divisions, EAD/EAC for one corps, and support elements to open one theater.

#### **Full-Dimensional Operations**

The application of all capabilities available to an Army commander to accomplish his mission decisively and at the least cost across the full range of possible operations.

#### **METL**

A compilation of collective mission essential tasks which must be successfully performed if an organization is to accomplish its wartime mission.

#### **National Military Strategy (NMS)**

Guidance provided by the Chairman, JCS on strategic direction of the Armed Forces of the United States in support of The National Security Strategy of Engagement and Enlargement, which is articulated by the President. The NMS calls for flexible and selective engagement, involving a broad range of

**FORSCOM Regulation 350-1**  
**25 October 2002**

activities and capabilities to address and help shape the evolving international environment.

**Split-Based Brigades**

Geographically separated from their parent division headquarters and as such are designated as split-based.